BUSINESS ENGLISH

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PREFACE

This work grew out of teaching English to college men who were beginning their studies in Engineering. It seemed for various reasons desirable to give such students—along with their work in pure literature and technical English—some instruction in English as adapted to buying and selling, advertising and correspondence.

There seemed however to be no text-book quite available for such a purpose. A purely elementary text-book, ignoring all high-school English and some of the grammar-school instruction, would not do. Nor could the need be supplied by some more advanced book devoted to the principles of correspondence. What was needed was a book which took into consideration the best standards and scholarship of college teaching, and applied the established principles of composition to the special problems of business, with due reference to the vocabularies of commerce and commercial law.

From this point of view, then, the text of the book was written. When finished, much of it was seen to be within the grasp of younger students. It was then determined to simplify the text a little further, and to construct exercises which would make the book serviceable in the third and fourth year of technical and commercial high schools, in the first year of technical colleges, in business colleges, and in correspondence work. The manner in which this adjustment has been made may be seen at a glance in the exercises under Argument (p. 266.)

The book is detailed. It goes rather minutely into the general subject, and into some subjects (for example, compound words) more minutely than any other text-book now published. Yet the details are business details, and a large amount of literary information usually included is here omitted. The illustrations, whether of good English or faulty, have been taken from actual letters, trade journals, business magazines, and books on business.

The tone of the book is deliberately colloquial, and follows

the principles laid down in the chapter on Tone, or Degrees of Dignity. Yet a sharp line has been drawn between colloquialism and vulgarism. Every effort has been made to show the difference between the direct conversational tone of an educated business man and the tone of an uneducated and careless speaker.

What we want in students of composition is the formation of correct habits and the development of practical power. These ends cannot fully be attained except by constant writing about real situations and under constant criticism. Neither school nor life ever affords a perfect combination of these two conditions. The best substitute which school can offer is, we believe, a systematic course of exercises adapted to the student's age and the normal interests of his type of mind at that age. Business interests are stronger in most boys than most teachers appreciate, and due consideration of them will often arouse constructive power in minds which respond to no other stimulus.

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CHAPTER I.

DEFINITION OF BUSINESS ENGLISH.

§ 1. Business means buying and selling, and English is the name of our mother tongue. Business English is obviously such English as is used in mercantile transactions. Our definition is quickly made.

But it will bear expansion. We must answer certain questions that inevitably arise. Is some special brand of English used in business? And how are we to know when we are studying business and when merely the English of business?

Take the first of these two questions. There are of course certain words which name business transactions primarily. Buy, sell, exchange, barter, trade, purchase, shop, customer, hire, rent, pay, fee, price, retail, wholesale, lease, mortgage, merchandise, commodity, goods, stock, office, factory, finance, money, funds, capital, interest, sum, amount, balance, cash, currency, bill, receipt, note, draft, check, bank, cashier, bookkeeper, stenographer, clerk—hundreds of words like these will occur to us at random as being mercantile words in a peculiar sense.

To be sure, they are not all limited to business transactions. Note the word *brand*. It is primarily mercantile, naming a particular kind of goods. But in the second paragraph, above, the phrase "special brand of English" appears. Here the word is used figuratively. Every business word can be extended in that way to social or literary use. When we speak of *wholesale* slaughter, or of a *stock* of words, we use commercial figures of speech, and Americans are exceedingly fond of doing so. You have heard people speak of a thoroughly *posted* man, as if a man were a ledger. You have heard them speak of the *balance* of the day, as if time were literally money. You have noticed that an American likes to *claim* everything in sight; I mean, he prefers to *claim* that a thing is so, rather than assert, declare, contend, allege, maintain, or swear that it is so.

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§ 2. But the strictly commercial words, again, are not the only ones employed in business. In addition to such words as are listed above in our third paragraph, business employs thousands of terms from science and technology. If a man is buying or selling machinery, he must know the names of the machines. If it falls to him to buy the parts of them, he must know the names of the parts. Does business English, then, include the study of everything that is bought or sold? If it did, it would include nearly the whole dictionary. Everything is bought or sold, from surgical instruments to Egyptian mummies. Nothing is exempt but heaven and love and faith. "'Tis only heaven that is given away; 'tis only God may be had for the asking." And there are gloomy times when we feel that even faith and love are sold.

Quite clearly we are not called upon to master the whole dictionary. No man's life is long enough for that. So far as special study of words is concerned, we must limit it to a few which are most commonly employed in mercantile transactions.

And I fear that even with these we shall not be quite certain what to do. In our eleventh chapter will be found brief histories of certain commercial terms. But it is not pretended that knowing the history of a word will usually be of much practical value to the young man in business. The word *dollar* has a curious history, being connected with our word *dale,* a valley. A dollar is a dale-coin, a piece of money first coined in a certain dale, or *Thal.* But who cares, except the philologist or the antiquary? "Show me how to get the dollar," says our business man, "and you bookworms may have the derivation." He feels that he is quite literary enough if he manages to spell *dollar* with two *ll's.* It bores him to go farther into derivations. And it would be bad business to urge him to go back far into history when he is interested only in the burning present and the glowing future.

§ 3. If we pick up any business letter we see at once that the words it contains are chiefly common words, not especially mercantile. The technical buying or selling words are present, but they are in the minority. What makes the letter good or bad is the choice and arrangement of words to express thought and feeling. It is their *composition,* or putting together. And this

is really the subject that we are after. "Business English" in the sense here used is merely short for "Business English Composition."

"English," as used in schools and colleges, now means primarily English composition. It includes also the study of English literature, but chiefly because a mastery of literature helps the student to a mastery of writing and speaking. None of us common people ever invents a word, and the few Edisons are lucky if they add half a dozen to the language. We go to other people or to books for our words. They are the great social heritage into which we enter, and literature is the best place to find them, because there they are alive, each in its context. The proper study of literature is so practical that I dare not confess how practical—because some people think it is a matter of pleasure pure and simple. The words of literature are practical; the setting of them is practical; the knowledge of life that they give us is practical. The right sort of business man cannot read Shakspere without getting a clearer insight into those springs of human emotion which he has to consider daily. And if this reading makes him better in point of courage and good cheer and character, why, that is practical too.

But this is not a plea for the study of Shakspere. For all the illustrative matter used in this book we shall go to business documents pure and simple. We shall have business narratives, business descriptions, business arguments, business explanations. We are to try to get at the principles of *English composition on business topics.*

Our purpose is to point out some of the established principles which govern effective expression. Everybody is ready to admit that the power of effective expression is a financial asset. It helps the stenographer, the salesman, the manager, the advertiser, the correspondent. It makes for more responsible positions and advanced salaries. Good selling-talk sells goods. Judicious explanations remove difficulties. Persuasive arguments reach buyers.

§ 4. The only question is, can effective English expression be taught? Are not some people born with the gift of the gab, as our Scotch friends put it, while others are born dumb? If you happen to be born dumb, what is the use of trying to be

loquacious? Well, this is a day when even the literally dumb are taught to talk. And those who are only metaphorically dumb are not to despair. In one sense, nothing can be taught. Unless there is capacity, there is no use trying to pour in. Unless there is latent power, there is no use trying to coax it out. But the unsuspected presence of latent power is precisely the thing that is always surprising teachers. And so far as language is concerned, the naturally silent youth is precisely the one who becomes the best talker or writer if he learns to exercise his power. He becomes the best because usually he has the keenest sense of the value of words. On the other hand, the naturally fluent person needs equally to put himself under criticism. He is the fellow who talks so easily that he is always saying what he does not mean. He needs precision.

But how are we to know where English leaves off and business begins? And if we are to learn effective business expression, should we not learn it from business men? Shouldn't we begin at the thought end of the subject, not at the word end?

Frankly, I don't know where English leaves off and business begins. And, frankly, if you can get some experienced business man to teach you the principles of business English, by all means get him to do so. But he should be one who is successfully engaged in business now, and who will teach you the business first and the English incidentally. I fear you will find nobody who answers that description fully. Yet from every business man whom you meet you may learn something. The most valuable things will not be the English phrases that he uses—phrases that you might pick up and use after him, scraps from his feast of reason. The most valuable things will be the character and mental habits of the man as revealed by his words. Don't be a servile imitator of any man. But let each successful business man arouse in you the habit of self-examination. It may easily be that he will unconsciously reveal to you powers of your own which are equally valuable with his, but quite dissimilar to them.

§ 5. Among the secrets of such men's success you will find certain well-defined traits of intellect and will. One man has a gift of making money, another the gift of investing it securely. One has the power of analyzing a business situation so clearly that he makes everybody see it his way. Another has only the

power of explaining it better than it was explained to him. One man has tact, another has only persistency.

Now, if our study of business English is to amount to anything, if it is to be really valuable, we must connect it firmly with these fundamental matters of thinking and of character. That is not an easy thing to do, but we must try it. We don't want our study to be, as Hamlet said, a matter of mere words, words, words. The ancient Greek sophists pretended to teach anything to anybody by means of their art of rhetoric. Let us make no such pretense. Let us not deceive ourselves. Let us not be too anxious to draw a line between what is good business and what is good English.

Our third chapter, for example, will deal with the art of making outlines. Taken in one way, that may be a very useless and barren business. Taken in another, it will be precisely what we have referred to above as the power of analyzing a situation. It is a matter of thinking before you write.

It is bad business for a salesman to talk too much about himself and his family, when he ought to be talking the goods before him. That is bad business. Is it also bad English? It is, if English means composition. It is bad literary art. Nothing is less artistic than to drag in what is irrelevant to a given situation. If it is poor architecture to put up pillars where they do not support, it is bad literature to prop up selling-talk with irrelevant babble.

Our task then is to establish as much practical connection as we can between buying-and-selling and certain principles of literary composition. Just what principles we ought to choose is something of a question, since we run the risk of being too elementary in one chapter and too advanced in another. But there is after all only one set of principles in composition, just as there is only one moon in the sky. The moon means one thing to the child, something else to the adult. And precisely as none of us ever quite masters the moon, so none of us ever quite masters an elementary subject like punctuation. The principles of punctuation expand and become subtler as one proceeds, till, as Hawthorne said, pointing becomes an art.

Let us endeavor to establish a vital bond between the principles of good business and the following topics: clearness and

interest; the making of outlines; the paragraph; logical connection; punctuation; certain mechanical matters, like abbreviations, the apostrophe, the writing of figures and numerals, italics, quotation marks; compound words and the use of the hyphen; grammatical correctness, including agreement, government, tenses, and verbals; the derivation of certain words and the coinage of trademark names; degrees of dignity in the choice of words; wordiness and brevity; idiom; figures; narration; description; exposition; argument; reports; advertisements; letters.

If we can master these relations and apply them in our writing, our correspondents will know exactly what we mean, and be pleased at the way we put it. They will not be saying: "This is all Greek to me. I wish the fellow would talk English."

CHAPTER II.

INTEREST AND CLEARNESS.

§ 6. The word *interest* is Latin, and means that which makes a difference. More about it, if you are "interested" already in the history of words, may be found in Chapter XI (page 90), If you give a salesman a share in the business, it makes a difference to his family, his grocer, his grocer's family, and so on and so on. So the word *share* is sometimes the equivalent of *interest*. Money paid for the use of money is called interest, and that makes a difference too.

Salesmen constantly use the word as a verb. "Can I interest you?"—that is the salesman's question. And he knows that he cannot interest a customer unless what he offers makes a difference to the prospective buyer.

Securing interest is the most practical thing in the world to the salesman, the capitalist, and the writer. It is also the most difficult thing, because there are so many competing goods, terms, rates—and writings—that it requires more and more skill to make any difference to the buyer.

What makes a difference to one man may make none to another. And so the first business of the salesman or the writer is to know the buyer and his needs. Fortunately this no longer means studying the foibles or vices of some one particular man. Ten years ago there was a certain purchasing agent (for a great railroad) whose personal liking for whiskey had to be studied by every salesman. This secret had to be found out indirectly by every new man. It is said that no one ever sold this agent a bill of goods unless he had bought the agent a drink of good whiskey. It is quite obvious that to *write* to such a man was useless. You cannot say, "Enclosed kindly find a glass of particularly fine rye." But such men are getting rarer daily. Goods are more and more sold on merit, and while in some lines the salesman is still indispensable, the work of the writer is rapidly displacing him in others.

Nine tenths of all the pieces of business English written are written for a particular man and a particular situation. The other tenth (we are not pretending to be exact) is written to human nature as such. Advertisements have to be sent out more or less hit or miss. It ought not to be so, and advertisers are daily striving to render advertising less random, more individual. Every ad that goes into a car or a magazine meets more eyes than those of the person who is going to buy. Yet if the communication is human, has general interest, it will be handed along by one person to another until it reaches the fated purchaser. We are advertised by our loving friends, says Mellin's Food. Yes, but we are advertised quite as much by gossips and enemies and human nature. And if we aren't, our competitor is—through our efforts.

§ 7. What interests human nature? Food that tastes good; clothes that look well; beauty of face and form; other people's success; other people's sorrows—a little; other people's failures—a very little; the building of homes; personal ownership; the hunting instinct; the fighting instinct; the parental instinct; love and hate and jealousy. These matters interest everybody, from the savage to the saint. The higher up we go in the scale of civilization, the more refined these interests become, though at bottom they are not changed. The love of family broadens out into love of the community and finally into love of the State. But for every person who loves the nation intelligently, there are a hundred who love their families. And for every one who loves a concert by the Thomas Orchestra there are ten who love baseball.

These primitive human interests—most of which center about nutrition and reproduction—are not bad in themselves. They are neither bad nor good. An instinct becomes bad only when it is over-developed and usurps more attention than it deserves. The love of dress, for example, is strong in us all. It may be so strong in an individual that he or she gives up too much for it. But it may be refined and made intelligent, and it is one of the functions of business to accomplish that very end, by producing better lines of dress-goods and making them popular.

So these primitive human instincts must be kept in mind by any writer who wishes to be interesting. They are the only real

interests that will ever get into his pages. They are the only thing that he can appeal to. A good business man or a good writer will see to it that his business assists in the elevating of some primitive instinct.

Perhaps you shake your head doubtfully at that last sentence. It sounds a little like preaching. Why would it not be just as true to say that there is the biggest money in appealing to human nature's baser instincts? It is done, we know. There is business which deliberately appeals to man the brute, man the drunkard, man the gambler, man the glutton, man the thief.

But is business which appeals to man-the-thief likely to remain business? On the contrary, theft and business are diametrically opposed to each other.

And how much soap can you sell to a savage? If you want to sell soap, you must increase the demand for soap. You must enlarge man's very moderate instinct for cleanliness. Only civilized peoples have many wants or many interests. Business grows as wants increase—everybody knows that. And wants increase only as primitive instincts become elevated. The exceptions (whiskey, for instance) only serve to prove the rule. If you get it into your head that civilization is a nervous disease, and that the world is all going crazy from increase of wants, you will never be a business man.

You never need regret trying to elevate a human instinct or increase refined needs. It is always good business to do that, and in doing it a self-respecting person ought to find a great deal of solid pleasure.

§ 8. Consider this matter as affecting the choice of words. Some words are more interesting than others. *Hungry* is more interesting to the public than *refraction,* or *integration,* or *parallelopipedon. Food* is more interesting than *nutriment.* The doctors have an interminable list of names for the parts and diseases of the body, but these terms are not particularly interesting to the public. Healthy people take an interest in their hands, but hardly in their metacarpuses and phalanges. Sick or well, people take a fearful interest in the word *cancer,* but they do not worry about carcinomas and sarcomas and epitheliomas until those scientific distinctions strike home—until it makes a difference which you've got.

In short, a writer's first business in choosing words is to know which ones will arouse interest here and now, and which will not. There is not a man of us who always knows his business at this point. You write a book—do you know just who is going to read it? No, you take your chances. A will be interested by the words you use, B will find them too scientific. All you can do is to make sure that near every hard word there is an easier synonym for it, a word that means nearly the same thing. We all know what sapolio is. Yet we never should have known if Morgan had not been printing the word *soap* near it for years and years.

Get a grip on the simple human words. A great many of them are of Anglo-Saxon origin. A great many are of French origin. But the test in either case is whether the word is *popular* in the strict sense of being used by the people. The humanest words are those which are used daily in the home, on the street, in the field, in the shop. The words used by scholars are less human, colder, less interesting. Of course, scientific words are all the time passing into popular usage, and to a mother whose child has been saved from diphtheria the word *antitoxin* is just as human and interesting as the word *love*. But it is certain that, to the public, *fire* is more interesting than *conflagration*, *brave* than *valorous*, *building* than *edifice*, *house* than *residence*, *queer* than *eccentric*, *thin* than *emaciated*, *fat* than *corpulent*, *truthful* than *veracious*, *try* than *endeavor*, *sharp* than *acute*, *lying* than *mendacious*, *play* than *drama*.

Some writers prefer learned words on the ground that they are less common and more elegant. Such writers need a change of heart. Sometimes learned words must be used for purposes of precision; occasionally they must be used to soften a painful or unpleasant situation; but it is a mistake to use them because they are uncommon. You want to be common—in the good sense. You want to be as common as bread and light and air. There is nothing more interesting than bread and butter.

Later on we shall consider many other matters—for instance figures of speech—which concern this question of interest. There is no chapter in the book which can avoid the task of seeking out the principles of interest. But perhaps enough has now been said to show that purely mechanical devices can never

secure interest. We must begin with the thought-end. We must study human nature in general, and human nature in the particular, and the adaptation of our discourse to particular men in particular situations.

§ 9. A clear piece of glass is transparent; you see through it; you do not see the glass itself. The same thing is true of a clear piece of writing. If it is perfectly transparent, the reader does not think about the words as words; he sees the thought beyond the words.

A clear style attracts no attention to itself. It is like perfect piano-playing, where the music is just music, and comes to you out of the air. The great pianist does not want you to be thinking about his cleverness while he plays; he wants that melody to seem detached, floating, independent. Afterwards, when you come to think about it, you may praise him for not letting you think about him while he was playing.

Anybody can write English that calls attention to itself. Take a dictionary and choose a string of queer words and fit them into your piece, and people will say, How queer. Twist a sentence into an unusual shape, and they will pause to remark, How twisted! Use a smart expression and they will say, How smart! Be decorative, and they will admire your cleverness. But when we are writing business English, we don't dare be as clever as we can. It distracts attention.

In every chapter of this book we must seek for the principles of clearness. When we make outlines, we want the art of analyzing our thought so well that the order of topics will seem the only possible order. When we study the paragraph, it will be to prevent our reader from asking whether our paragraphs are clear. They should be so well put together that he will never notice it. And so on throughout our course of study.

Clearness is a cooler thing than interest; it is more intellectual. When we ask ourselves, "Just what do I mean? do these words say just what I mean? do they say anything that I do not mean?", we are in a critical mood. We are not trying, directly, to arouse interest.

For example, suppose you are endeavoring to sell a piece of dress-goods. You begin by appealing in some way to the primitive instinct for looking well. Having made sure that your pros-

pective purchaser is interested and wants to look well, you may yet be confronted by questions of clearness. "Is this foulard?" "Yes." "But it feels as if it had cotton in it." "It has, a little." "Then it isn't foulard, because foulard is always silk." The conversation has suddenly got to a difficult place. You know that any dictionary will define foulard as a thin, satiny goods of silk, or silk *and cotton.* You can go and get a dictionary, and prove it to your customer. If you do, ten to one she will be nettled and go away. That is human nature. As a student of human nature, you ought to have foreseen the danger and prevented it. Your first "Yes" was not quite accurate. You were not clear until the damage was done. You were as clear as the dictionary, but that wasn't quite clear enough.

§ 10. There is an old adage that clear thinking makes clear writing. And it is perfectly true. And perhaps you feel that it is perfectly useless. What use is there in telling a man to run along and think clearly? Thinkers, you say, are born, not produced by a command. Young men in business get tired of the sage advice that is presented to them weekly in the Sunday papers and monthly in the commercial magazines. They are perfectly familiar with it. Be judicious, be tactful, be industrious, be clever, be persevering, be intellectual: in short, go and get yourself born again.

I sympathize with the advice-bespattered youth. But these old saws have their uses—after one has taken a rest from them. "Stop! Look! Listen!"—that railway-crossing sign has saved a good many lives. And maybe the advice to think clearly has done the same. It is perfectly certain that we think more clearly when we are determined, no matter how much pains it costs, to do so.

A word or two about synonyms for clearness. The Latin derivative is *perspicuity.* Do not confound this with *perspicacity,* which means the power of seeing through. Perspicuity, clearness, transparency, lucidity, intelligibility all mean the quality of letting sight (or light or thought) through.

The opposites (or antonyms) are vagueness, ambiguity, obscurity, indistinctness, unintelligibility, haziness, etc. An expression is vague when you cannot make out exactly what it means, because it is too general. It is ambiguous when it may

mean more than one thing. Taken by itself, every word has more than one meaning. Taken in brief combinations, almost any word is in danger of ambiguity. *A fair woman*—what does it mean? is she fair to look on, or fair in her dealings? This morning the newspaper refers to *Colonel Roosevelt's huskiness.* I know that the Colonel is husky in the slang sense of powerful, and I know that he has recently had some little trouble with his throat. I shall have to read further to find out which the paper means. *Obscurity* is worse than vagueness or ambiguity. It applies to phrases or sentences that fail to convey any meaning.

Clearness and interest are the two great qualities of writing. They are the intellectual and the emotional qualities, always complementary and often inseparable. Interest is the parent of force, power, emphasis, personal quality, individuality. Clearness keeps the force from being wasted. Clearness and interest together give us a good business style.

If you want a definition of style, take Matthew Arnold's: "Style in literature is a certain heightening and recasting of language in such a way as to lend dignity and distinction to it." Well, we are not aiming to produce literature; yet if we can so recast our language as occasionally to give it a little dignity and distinction, we shall get better results even in business. But Arnold's definition leaves out one important thing—the *situation.* A good business style will have such dignity, such distinction, and such *effectiveness* as are demanded by the particular situation.

CHAPTER III.

THE MAKING OF OUTLINES.

§ 11. There lie before me three little books of about a hundred pages each. They are all good: Mr. Deland's "Imagination in Business," Mr. Edwin Balmer's "The Science of Advertising," Mr. Humphrey Robinson's "Simple Explanation of Banking Customs."

But only one of them has a table of contents. Mr. Robinson puts all his topics before you on one page, thus: 1, General remarks. 2, The choice of a bank. 3, Opening a bank account. 4, How to deposit. 5, Your account on the bank's books. 6, Stopping payment of a check. 7, How the bank collects the checks you deposit. 8, The clearing house. 9, A certified check. 10, Protesting notes, drafts, etc. 11, The loan collection department. 12, The loan department. 13, The New York exchange. 14, The method of issuing bank-notes. 15, The so-called special privileges of banks.

There they are, spread out before you. They are an advertisement of what Mr. Robinson's book contains. You can see at a glance whether the topics interest you. You can see whether they make a progressive treatment—elementary matters first, complex matters last.

Mr. Deland's book is in nine sections, and each begins with a sentence which shows that he was not without a plan. But there is no table of contents, and there are no chapter headings. Probably he modestly thought that it was hardly worth while to print an outline. Perhaps the publishers thought the book would be more artistic without one. Possibly he expected that only very mature people would read him. If so, he should not have used so attractive a title. But I ask you if you would not prefer a good table of contents and some good chapter headings? Suppose that Mr. Deland had given us nine brief sentences, terse, artistic sentences which would have presented an outline

of the whole argument. You would remember those. They needn't give away the little secrets that lure the imagination on. They could be so constructed as to suggest and recall the argument after it was read.

Mr. Balmer has no table of contents for his sixty-four page book, but strews his topics along in italics. He uses numerals to the extent of making five divisions of his book, but these divisions have no names. Some of his topics are complete sentences, such as would help to form a brief of his argument if they were grouped on one page. Others are not statements, but mere phrases. This lack of system makes against the highest efficiency.

It seems to me that no book, however brief, should be printed without some sort of outline, in the shape of a table of contents or a summary. Novels, perhaps, might be excepted—though perhaps the novelist might be required to file somewhere the outline that he worked from. In the bad old days of the novel, a Dickens or a Trollope would begin to write and print a story with no idea of how it was coming out. There were giants in those days, and they accomplished prodigies. But only giants should imitate giants.

As for beginners, they all need outlines to work from. No matter how short the piece of writing is to be, it is a gain of time to think out the bony structure of it before you begin. Suppose it is only a business letter. The three or four main topics of that letter should lie as clear as daylight in the writer's mind before he puts pen to paper or opens his mouth to dictate. If those topics lie before him on a piece of paper, so much the better. The person who gets the letter need not get the outline too—though letters *have* been written that needed a table of contents before them and a long index after them. Glance at the excellent letter on page 139, where the topics appear in the margin.

The topics of a composition should be determined beforehand, and so should the scale of treatment. This should be figured out in number of words. You are to write, say, an account of a shop-visit. The whole is to be a thousand words long, and you know how many words you write to a page. What part of that shop-visit is to get the most space? and how much? Unless you have practiced that sort of calculation, here is what

will happen. You will begin on too large a scale, and take five hundred words to tell about the journey to the shop. Three hundred more will go to general narrative and description of what you saw. Another hundred will dispose of all the special processes except the most important one. That will get the remaining paltry hundred, when it deserved perhaps five times as much.

If the composition is to be of considerable length, it is a good idea to jot down from time to time the thoughts that occur to you, just as they occur. You can do this upon cards or slips of paper of uniform size. Then when the necessity for actually composing comes, you can arrange the slips in order. This is composing thoughts—"putting together" in the larger sense.

But even before this you should block out your subject mentally into a few main divisions, and grasp your theme as a whole and in its parts. That is mental analysis.

§ 12. If it is well done, it may result, first, in some narrowing of the topic as originally conceived. This is the time to decide on a title—for everything, even perhaps a letter, should have a title. This is the time, because the title should be your keynote all the way through, and if it is too broad it will lead you to attempt too much. "Errors" is vast and vague. Even "Office Errors" is a big subject. For a short article narrow it to "Clerical Errors." Perhaps that is too broad—it is if you know much about it. Narrow it again and you have, "How to Check Clerical Errors"—the title, by the by, of a recent article in System. At least, so the cover says. The actual article is headed "How I Check Clerical Errors," and the "I" shows that the writer is speaking only for his own business, which happens to be watch-making. He has narrowed the subject far enough to make it serve as his theme throughout. Notice that "Errors" is one word, while "How I Check Clerical Errors" is five words. The narrower your topic, the more words it demands. The writer struck a happy medium. He did not say, "How to Check Errors in the Watch-making Business"; that is too long. He made the "I" symbolic.

§ 13. Suppose now that you have been jotting down thoughts for a week on the backs of some old cards. You spread out the cards, and go through a sort of logical alphabeting. You

put together thoughts that are alike. Perhaps you get half a dozen groups in this way. Then you ask in what order these groups should themselves be grouped. What should come first, what in the middle, what last? If you have really done some thinking for a week, you will have no difficulty in deciding, as if by instinct, on a logical and progressive outline.

It is not worth while to attempt a psychological analysis of all the ways by which the mind works in making such an outline. But here are a few of the commoner laws: association in time; association in space; association by likeness or difference; association by cause and effect; association by means and end. You are likely to make one of five kinds of outlines: a time outline; a space outline; a comparison outline; a cause-and-effect outline; a means-and-end outline.

A story usually goes by a time-outline. Often it is mechanically simple. A history of the year's business might be written up under four heads—the seasons; or under twelve heads—the months; or under fifty-two heads—the weeks.

A description goes by space-outline or means-and-effect outline, or both. A room may be spatially described under two, three, four, five, or six heads. Thus, under two: walls; floor and ceiling; or, general looks and details. Under three: walls, floor, ceiling. Under four: walls; doors and windows; floor; ceiling. Under five: walls, doors, windows, floor, ceiling. Under six: north wall, south wall, east wall, west wall, floor, ceiling. And still other space-divisions of a room are possible. Again, the room could be divided by means-and-end. The end or purpose of the room might be the first division, the room as filling that purpose the second.

The comparison-outline has several possibilities. Let A and B represent two rooms, or persons, or machines, or pieces of goods, to be compared. A as a whole may be compared with B as a whole; that gives two divisions. Or, the likenesses may go in one division, the differences in another. Or, there may be running comparison through several topics, thus: Room A vs. Room B in point of north wall; Room A vs. Room B in point of south wall; etc., etc. There may be comparison of A and B in the light of time, or space, or cause-and-effect, or means-and-end. A great variety of division is therefore possible.

Cause-and-effect outlines may be very simple or very complex. They answer the question Why?, and they may answer it under two heads or a dozen. Every cause has a preceding cause, and so the number of heads is limited only by the length and purpose of the piece.

Every good piece of business English will make use of all the five principles of association above mentioned, even though only *one* guides the general outline. And the most important of the five is that of means-and-end. There never was a real business transaction yet which failed to consider that. Business is always adapting means to end. If a machine is described spatially—by its looks, by its parts—and not by its *function* also, that description is worthless. Show the thing in action. Show it doing what the buyer longs to have done.

§ 14. In point of fullness there are two general kinds of outline—the phrase-outline and the sentence-outline.

Suppose that some business veteran were asked to tell the story of his life in a few hundred words. Very likely he would make no outline, but would dictate rapidly, following the simple order of time. If he made an outline, it would probably be a mere list of words or phrases which would serve to jog his memory as he dictated. Suppose the veteran were Dr. Price, who made baking-powder. Perhaps his phrase-outline would run something like this: 1852—mother—dyspepsia—yeast—baking-powder—possibilities of selling—going west—Waukegan—$3,000—indifference of public—demonstration—Milwaukee—hotels and grocers—economy—1863,—Chicago—1868, advertising—partner—bought him out—success—1891, $1,500,000. That outline would mean something to Dr. Price, but not very much to any one else.

If for some reason he had wanted another person to read the history of that career in the briefest possible shape, he would have made a sentence-outline. It would have been something like this:

1. In 1852 my mother had dyspepsia and could not eat yeast bread.
2. So I discovered a baking powder for her.
3. I soon saw that it was an article of value to households.
4. In '61 I went west—Waukegan, Ill.—for better opportunity to manufacture.
5. I put $3000 into a factory, but the public was indifferent.
6. I went to Milwaukee and *demonstrated* the stuff to hotels and grocers.
7. They woke up.

8. But I had to keep expenses down for some time.
9. In 1863 I got a good foothold in Chicago.
10. In 1868 I began to advertise in newspapers, but my partner did not believe in this, and so I bought him out.
11. Events proved that I was right; publicity pays.
12. In 1891 I sold out for a million and a half, but the business has grown by leaps.
13. I succeeded because my stuff was of value. But it took time to prove it.
14. Most men try too much and don't live according to their expenses.

Such are the fourteen main points in Dr. Price's business career. They follow in general the time-order. But they draw constantly on the cause-and-effect and the means-and-end principles. Now let us see how the completed article would look. Here we do not have to invent, for Dr. Price has done the writing himself. In System, June, 1910, we have his composition:

HOW I WENT INTO BUSINESS FOR MYSELF.
by
Vincent C. Price.

It was a necessity of the kitchen that led me to the founding of my business, and which led, ultimately, to the largest profits ever made from a single factory product.

When I was studying pharmacy at Troy, New York, my mother suffered from dyspepsia. She could not eat yeast bread, so I gave my attention to discovering a substitute. The result was my baking powder. I did not then contemplate its manufacture for sale, but in 1856 I began to make it in small quantities in my laboratory in Troy. I sold it only in bulk, and in a minor way, for several years; but the impression was growing on me that I had an article of real value in the household, and in 1861 I decided to go west where the opportunity would be better. I thought Chicago too big for my resources, so I selected Waukegan, Illinois.

I had $3,000 in cash, which had come to me through relatives. I rented a small building and began, for the first time, to make baking powder as a business. I was sure of my product, for it had proved itself countless times.

But against my own confidence was arrayed absolute indifference on the part of the public. My markets were wholly undeveloped, my name was unknown, and success was dependent on building up a desire for my product. How to do this was the problem.

I reasoned that it was a case for demonstration. I would have to get people interested by showing them what my goods would do.

One day I put up a lot of samples in envelopes, each sufficient for one quart of flour, and went to Milwaukee. I visited all the hotels and left my samples with the cooks, without charge. Then I canvassed the principal grocery stores and distributed more samples, to be given away to customers. I talked with the grocers and told them that if they would follow the thing up, they would make money by it. I explained the advantages of my product over the slow-rising yeast, and predicted a big demand as soon as housewives began to realize what it meant to them. Of course I did not dream, then, of the tremendous success that was to come, but I did feel sure of building a good business.

Within a few days I heard from the Milwaukee hotels. They wanted more of the baking powder. Orders from grocers followed speedily. Then I got out more samples, hiring men to distribute them. I began to circularize,

too. I kept up both plans steadily, enlarging my sphere of action as the orders increased.

During the succeeding two years I made a little money, over operating and living expenses. Both of these items were extremely low. If I had not kept them down to bedrock, I could not have continued. I was resolved to keep the business within its income, no matter how low that income might be. But I continued pounding away at the trade and kept out of debt. And all the time the orders increased.

In 1863 I decided that Chicago was the best field. The city, not the country, I had discovered, took most kindly to my article. So I moved my little plant there, and continued the same line of campaign—samples, circulars, and personal solicitation. Five years elapsed before the business was established on a permanent and profitable basis.

Then, about 1868, I began advertising in the newspapers. I was cautious at first, though ultimately I spent three or four million dollars in space.

At the time I began to advertise, I had a partner who did not believe in this form of campaign. He thought it was throwing away money. As we could not agree, I bought him out. To me, publicity had always seemed the logical way, provided it was consistent with the resources of the business itself. And newspaper space was merely an expansion of my circularization policy, on which I had largely built up the business. However, I did not believe in plunging. My great volume of publicity grew as the business grew. In my other and later enterprises—flavoring extracts and cereal foods—I have followed the same policy of working along the lines of least resistance. For example, if I found Texas the most susceptible to a campaign or product, I devoted my energies to Texas and left Chicago for a later period.

In 1891 I sold out for $1,500,000, but since then the consolidated companies have developed the field in an extraordinary manner, and have taken out of it in profits more in a year than I received for the business.

The underlying element in my success lay in having a product of real benefit to mankind, and in making the price low enough to be within the reach of rich and poor. My greatest obstacle was to convince people that my article really was a benefit. I would not have succeeded without confidence in my goods and patience and persistence, and a steadfast resolution to make every step pay for itself before I took another.

I believe that most men fail because they try to do too much. They are not satisfied to start in a small way, and to develop a business consistently. They begin with impossible expenses and a topheavy organization, and are swamped before they get their markets. And quite as important as anything, they are not content to live according to their business.

Note the good proportions of this narrative. Dr. Price is dealing with his start, not with his whole career. Another article on the same subject, written by David T. Abercrombie, is kept even more severely to the topic in hand. Mr. Abercrombie devotes two pages to his first year of business, and sums up his later career in a single sentence, thus: "My business grew fast, and in a few years the mail orders alone amounted to $800 a day."

Whether or not the paragraph shall correspond to a main division of your outline depends entirely on the proposed scale of treatment. Dr. Price's story is in fourteen paragraphs. Our

outline for it had fourteen headings, though they do not exactly correspond to Dr. Price's divisions.

§ 15. Books divide into chapters; chapters into sections; sections into paragraphs. Articles divide into sections and paragraphs. Note two possible scales of treatment:

A book of forty thousand words.

Chapter I. Grain machinery: 10,000 words.
- § 1. binders 1,000
- § 2. reapers 2,000
- § 3. drills, seeders 2,000
- § 4. fanning mills 2,000
- § 5. grain tanks 1,000
- § 6. wagons, racks 2,000

Chapter II. Corn machinery: 10,000 words.
- § 1. binders 4,000
- § 2. planters 2,000
- § 3. cultivators 3,000
- § 4. wagons, racks 1,000

Chapter III. Hay machinery: 10,000 words.
- § 1. mowers 2,000
- § 2. rakes 2,000
- § 3. tedders 2,000
- § 4. loaders 2,000
- § 5. ropes, forks 1,000
- § 6. wagons, sleds 1,000

Chapter IV. All crop machinery: 10,000 words.
- § 1. plows 4,000
- § 2. harrows 4,000
- § 3. discs 2,000

An article of four thousand words.

§ 1. Grain machinery: 1000
- ¶ 1. binders 100
- ¶ 2. reapers 200
- ¶ 3. drills, seeders 200
- ¶ 4. fanning mills 200
- ¶ 5. grain tanks 100
- ¶ 6. wagons, racks 200

§ 2. Corn machinery: 1000
- ¶ 1. binders 400
- ¶ 2. planters 200
- ¶ 3. cultivators 300
- ¶ 4. wagons, racks 100

§ 3. Hay machinery: 1000
- ¶ 1. mowers 200
- ¶ 2. rakes 200
- ¶ 3. tedders 200
- ¶ 4. loaders 200
- ¶ 5. ropes, forks 100
- ¶ 6. wagons, sleds 100

§ 4. All crop machinery: 1000
- ¶ 1. plows 400
- ¶ 2. harrows 400
- ¶ 3. discs 200

There is a great advantage in making a sentence-outline. A mere word or phrase is vague, and it may lead to wandering. The sentence is definite, and will hold the writer to the point when he comes to expand it into a paragraph or a section. Besides, reducing vague thoughts to good sentences is mental analysis. It means pinning the writer down to his exact meaning. It enables him to see whether his outline hangs together.

The substance, the main propositions of any argument must appear in the outline. See page 140.

Be convinced. Be persuaded that the vague nebula of your thought about a subject should be condensed into a system by the construction of a sentence-outline. It means hard work at the beginning. It is much easier to pick up the pen and let your sentences sprout and grow like the gadding vine. But unless

you have previously organized your thought, the result will be nothing but leaves.

A good outline should be so well organized that if you cut it it will bleed.

CHAPTER IV.

THE PARAGRAPH v. THE LONG SENTENCE.

§ 16. De Quincey, the essayist, once said that the German sentence is like a carryall—always room for one more. That used to be true of the English sentence. Originally, to be sure, our sentence was short, but under the influence of Latin studies it grew heavy and unwieldy. From sixteenth century writers it is possible to quote sentences of five or six hundred words. Such a sentence would fill two pages of this book.

When newspapers came to the front, the English sentence began to drop a part of its words. Yet one of the best journalists of the eighteenth century, Daniel Defoe, who wrote Robinson Crusoe, is not above writing an occasional sentence of great length. Here is a business sentence from Defoe:

> One office for lone of money for customs of goods, which by a plain method might be so ordered that the merchant might with ease pay the highest customs down, and so, by allowing the bank four per cent advance, be first to secure the £10 per cent which the king allows for prompt payment at the custom house, and be also freed from the troublesome work of finding bondsmen and securities for the money—which has exposed many a man to the tyranny of extents, either for himself or his friend, to his utter ruin, who under a more moderate prosecution had been able to pay all his debts, and by this method has been torn to pieces and disabled from making any tolerable proposal to his creditors.

Here are a hundred and twenty-nine words in one sentence. The book from which it is taken, "An Essay upon Projects," averages more than sixty words to the sentence. How long is the average sentence today? It depends on the man, but in even the most literary prose it will not average more than thirty words. The average sentence of Macaulay's England is 23.43. Emerson's average sentence is less than that.

But do business men never write long sentences? Alas! many are only too prone to this form of amusement. Amusement it is, for there is a curious pleasure in seeing how many words may be packed into one package. In Dean van Benthuysen's excellent brochure on English in Commercial Correspond-

ence—published by the LaSalle Extension University—the following is quoted:

I am in receipt of your letter of the 9th instant, relating in part to the stenographer and type-writer examinations next spring and also the question of local appointments in connection with the conducting of Civil Service examinations, concerning the latter of which I would say that with the exception of the route examinations which are conducted by the various district secretaries, the examinations are held by employees of the post offices at the different places of examination, who have been specially designated for such purpose under a provision of the Civil Service rules.

The youth who got that must have felt as if he were perusing a railroad time-table. Good mental exercise? Never, never use that argument. To cause your reader or correspondent unnecessary mental labor is the greatest of all blunders in business English. The more patience he spends in getting at your thought, the less he will have for your proposition. Let us turn that alleged sentence into a paragraph. There are several versions that might be made. Here is one. [Note that while the *indention*, or blank space at the beginning of the first line, is a mere trifle in the printed line, it should be at least an inch deep in written manuscript.]

I have your inquiry of June ninth. You ask first about the stenographer and type-writer examinations next spring. [Here let him answer that inquiry.] You inquire also as to local appointments in connection with the conducting of Civil Service examinations. The route examinations are conducted by the various district secretaries. The others are held at the different places of examination by post-office employees who have been specially designated for such purpose under the Civil Service rules.

The single sentence has ninety-four words; the corresponding paragraph has only seventy, although it contains five sentences. Yet if the paragraph isn't easier to grasp than the sentence—well, our theory is all wrong.

The paragraph gives the writer room. It allows him to take breath. He can proceed in a leisurely manner to make one point and then another. And precisely as these are advantages to the writer, they are advantages to the reader.

§ 17. Another thing. This great modern invention, the paragraph, permits the writer to emphasize the important thought. Suppose that the paragraph is to deal with a group of details which are all of the same sort, but one of which is the most important. He can run a group of details together in one sentence,

using semicolons if necessary, and save a short strong sentence for the one detail that deserves it.

Note how the emphasis is distributed in the following excellent paragraph:

There is always one by which the rest are measured. In the magazine world, that one has always been and is today THE CENTURY. Ask writers where their best productions are first offered; ask editors which magazine they would rather conduct; ask public men where articles carry most influence; ask artists where they would prefer to be represented; ask the public what magazine is the first choice among people of real influence, and the answer to each question is the same: THE CENTURY.

§ 18. In the business English of our time the paragraph tends to be short. This is due to the influence of advertising. That white space before and after a paragraph calls attention to the text and relieves the tired eye from attempting too much at once. So arises what we call the single-sentence paragraph. You find it in trade-journals, and in the editorials of a certain class of newspapers. Here is a specimen, written by the well-known advertising agent, Mr. John Kennedy:

More than six years ago I had the good fortune to prepare a series of advertisements for a very able Advertiser in the west.

These were designed to sell a *Rheumatic Cure*—practically by mail.

When the series was completed, and approved by the *Client*, I had them set in good *large* body type, a generous size which up to that time I believed the only *proper* vehicle for transmitting Advertising thought.

Final proofs being shown to my client for O. K., he said, "Set them in *small* type, about *one-third* of this size, too."

I asked him *why!*

And for his answer I have ever since been grateful.

He said: "I know it will be entirely useless to *tell* you why—because *your* answer will be just about what my own was some time ago.

"You will say that sufferers from Rheumatism are usually *elderly* people, whose *eyesight* is naturally poor, and who would therefore have difficulty in reading *small* type.

"You will also say that newspaper impression is so poor, in the majority of mediums *we* use, that this type will probably fill up with ink and prove *illegible* in a large part of the circulation we pay for.

"And you will say that, for these reasons, only a *few* people will make the *effort* to read our Advertisements, when set in *small* type, while *many* elderly people will not be *able* to read them at all.

"I know you will say and believe this, just as *I* once said and believed it.

"That's *why* I will not argue the case with you, but just ask you to run the series *both* ways at *my* expense—for *your* own education.

"Run it in the *large* as well as in the *small* body type, in our test list of 21 newspapers.

"Run the Advertisements *first* in the *large* type, then in the *small* type, check up the *cost of inquiries and Sales from each*, then cross them, and use in future whichever type the *results* clearly indicate."

Well, the Result was such an *eye-opener* to me that I have ever since turned to just *such* Tests for my own information in dubious cases.

—Instead of proceeding upon my own mere *opinion*, or upon that of any other man when his "opinion" was based upon anything *less* than just such actual *evidence* as these test cases afford.

Do you like that?

Perhaps, when you are very tired.

When you are fresh and well, how does it make you feel?

How does it?

It makes the gentle reader feel like a member of the Primer Class.

Some advertisers are that way.

They say, *Primer Class* stand up!

They say, Little Robin, open your bill;

You cannot take in a whole worm;

I will nip it off in *little* morsels for you.

This kind of thing has its uses, but it should not be abused, for on a long run it tires us to go by short steps. We must group things. We must get on by longer stages. Display paragraphing is often a matter of getting attention under false pretensions. It leads us to think every sentence an important heading of an outline, when it may be nothing but an illustration or some other detail.

This appears in the case of paragraphs which offer in themselves cause and effect, or end and means. If cause and effect can come together they are more quickly grasped than if they are paragraphed separately. It is merely a question of how much description or explanation or proof is necessary.

Take the following good paragraph, from Mr. Deland's "Imagination in Business":

It must be remembered always that it is not the price of an article which is important, but the *reason* for the price. This is one of the backbone truths of merchandising, and when once a seller gets a firm hold of this fact, and is able to apply it in its highest efficiency, he can almost devastate the trade. I have seen on more than one occasion the delight with which a retail advertiser first clearly grasps this idea. We can detect something of it in one of the illustrations just used; but now what is the reason which underlies this law? Is it not this: that the argument for the price is the imaginative part of the transaction? The price itself is absolutely unimaginative. Admit that the reason for the price is an important thing in the transaction, and that a high price with a good reason will sell more goods than a low price with a poor reason, and it is only reaffirming, in another form, the power of the imagination in business.

The writer of those gatling-gun paragraphs on the merits of small type would have split this paragraph up into several.

It might indeed be split after the semicolon before the words "now what is the reason." If it were to be printed as an advertisement it might well be divided there. But in a book it is better as a single whole. It makes a complete little organism just as it stands. You get a cause and an effect at one stroke. The whole thing makes a strong argument.

§ 19. We may distinguish between the deductive and the inductive paragraph. The deductive states a proposition first and then defends it. The inductive gives the facts first, and ends with a conclusion. Here are two examples:

Deductive paragraph.—Dew does not fall, but condenses. You sometimes find dew on the under side of boards. And sometimes you find it on the outside of a cold pitcher. It is atmospheric moisture which has collected there.

Inductive paragraph.—Dew is sometimes found on the under side of boards. Again you find it on the outside of pitchers on a warm day. Therefore we infer that it is the moisture in the air, which condenses on surfaces. Dew does not fall. It condenses or collects.

The deductive order is commoner than the inductive. People like to say their say and prove it afterward. This paragraph that I am writing now is an example. It sets down the proposition and then talks about it. It reminds you of a "topic song."

But suppose you wish to defer your proposition. Suppose you are not quite sure how it will be received. Suppose it is unusual or startling. Then do you bring it out before giving the facts on which it is based? Are you deterred by the fear of losing the reader's attention? No. [At this point my paragraph reaches its inductive conclusion.] You present the data rapidly and then state your proposition.

§ 20. Even as a theme may have an outline, so may a paragraph. It will of course be a mere group of topics to jog the writer's mind. Very often such outlines are printed as advertisements, to save words. A glance at the want-ads of any daily newspaper will show what is meant. Telegrams, too, are often mere topic-outlines.

CHAPTER V.

CONNECTION, THE SOUL OF GOOD WRITING.

§ 21. "Connection," said Jowett of Oxford, "is the soul of good writing." If so, a good many pieces of English are lacking in point of soul. This is true even in the case of certain famous and valuable authors. Emerson is an example. Matthew Arnold said of Emerson's prose that it was not great prose, because it lacked a certain wholeness of tissue.

Wholeness of tissue is a hard thing to get. Emerson hasn't it, because his sentences are epigrams. Each, to be sure, is fine in itself. It is easy to pick out Emersonian sayings to serve as mottoes. He reminds you of the Book of Proverbs. But in any of his essays you miss the principle of progress. You feel that it fails to unfold, paragraph by paragraph, from the chosen subject to a final conclusion about that subject.

May not the same thing be said about a good deal of our modern business English? There lies before me a stimulating little book of a hundred short chapters. The first dozen topics are as follows: "The young man with nothing but brains; advertise yourself, not the other man; 'are you there?'; how old are you; say 'I can'; give every employe a chance; 'money' is seeking 'brains'; can your manager be seen?; big profits; learn all you can; to fail once, is it to fail always!; the commercial death-chart." These are all interesting topics. They attract attention. But is there any progress in them? Is there any principle of connection, except that they all concern business?

The order of topics is never unimportant. It is more important in some kinds of writing than in others, but there is always a best way of arrangement. And that way is best which leads the reader onward with the least effort on his part. The least thing which checks progress is irritating. When a mere man gets a four-page letter from a woman, he reads the first page first, and then he has to hunt for the second, for that second page may be the third, the fourth, or the second. If the sec-

ond actually happens to be the second, he heaves a sigh of relief. When you read an advertisement, you are irritated if the text is divided by pictures, or written in two columns, between each two opposite lines of which you have to make a jump.

We like to get on. We like to move easily from sentence to sentence, from paragraph to paragraph, and come to a logical and satisfying close. If we like to do this, how shall we help others to find the same smooth effect in our own writing?

Our task begins, as we have already seen, in the outline. Connected thinking makes a connected outline. A logical progression of topics makes a logical composition. Each sentence of the preliminary scheme should spring naturally from the preceding. There ought to be a difference—a difference for the worse—if, when the skeleton is once put together, anybody tries to take out a thigh-bone and make it fit into a shoulder blade.

§ 22. If this skeleton-building has been rightly done, then only minor matters of connection remain to be considered. Not to crack the wind of the poor figure, all we then have to do is to fasten the bones together with their proper ligaments before we fill in the flesh and blood and give it the breath of our own life. In plain English, we have to connect paragraph with paragraph and sentence with sentence. They are already laid in position. The order of them is right. Now come the ligaments.

The ligament between paragraphs is often some word of the preceding paragraph. Take the one now being written. It begins with *ligament,* because that directly echoes the closing sentence of the preceding. Note the echo-words in the following; they are in italics:

1. In a previous chapter I suggested that you push business—with brains. Now the type of mind to cultivate for such work is well set forth in Major-General Baden-Powell's "Aids to Scouting." Please do not doubt my seriousness. This little book is one of the best trainers of the inductive faculty you can possibly have. The soldier teaches you how to scout for the enemy, the signs of his presence, the probability as to where you will find him, and what to do when you see him. The business man uses exactly the same faculties—only he is scouting for *Orders.*

It is one thing to know an *order* when you see it before your face; it is quite another to see one where there is only a pin-point evidence of its undoubted existence. Baden-Powell when in Cashmir had a match with a Shikari as to which could see farther than the other. The Shikari pointed to a hillside and asked how many cattle were grazing on it. "B.P." could hardly see any cattle at all, but he startled the native by asking him if he could see the man in charge of the cattle. Now the Mafeking hero could not see the man himself, but he knew there

would be one somewhere; and as it was hot he concluded the man would be sitting under the one solitary tree just above the cattle. A look through the glasses proved the surmise to be correct.—Knowlson: *Business!*

2. Of the many causes to which failure in business is ascribed, want of Method is the last thing that would be admitted, though more often than not the real reason of ill-success. We hear frequently of such explanations from bankrupts themselves as "want of money," "want of opportunity," "bad luck," "bad debts," etc.; but if the Official Receiver could be induced to state the causes of the majority of failures which come under his notice, he would say "want of prudence," "want of tact," "want of knowledge," "want of purpose," and above all things, *"want of Method."*

Yes, write it up large: *WANT OF METHOD;* the true cause of half the failures in life. It has broken up homes, destroyed life's prospects, blighted ambitions, wrecked businesses, and broken men down in the heyday of life with worry, anxiety and sorrow. It has sent men to workhouses, lunatic asylums and prisons—aye, and filled many a grave.—Gamble: *Straight Talks on Business.*

That is one kind of ligament between paragraphs. Another kind is demonstrative words: *this, that, those, these:*

It took me less time to tell him than to write it that I wasn't trying to sell him a cat in a bag; that his own judgment confirmed the quality of my goods; that I had confidence in him, and hoped he had confidence in me; that nothing could be gained by either of us by delay; and if he wanted my goods it would be necessary to book his order right there, as I would not guarantee the prices for forty-eight hours.

That brought him around. When I said good-bye the perspiration was running down my back, but I had his order for four hundred and fifty dollars safely tucked away in my inside pocket. That made eight hundred dollars for a few hours' work.—Moody: *Men Who Sell Things.*

Sometimes a *numeral* expression makes a good transition, as *Secondly, Thirdly,* etc. This is formal method, of course, but sometimes you want to remind the reader that you are making just so many points. The fewer the points, by the way, the better. Remember what was said about too many paragraphs. Remember how desperately tedious the old preachers were, with their *Ninthly, brethren, let us ask* style of sermonizing. But here is a legitimate use of numerals:

There are, in my opinion, two things that are hurting advertising. First, we shall have to clear up the agency situation, and convince people that agencies have the first essential to success—absolute honesty; I believe it is being done by most agencies.

And the second thing is no less important than the first, and that is that publication circulations shall be just what they are presented to be. If I buy 5,000 axles for automobiles, and they only deliver 4,000, you can rest assured I don't pay for the fifth thousand; why should it be different in advertising?—Hugh Chalmers, in *The Business Philosopher.*

That, I say, is legitimate use of numerals. But you must already have noticed that there is lack of connection between the

first sentence and all the rest. Mr. Chalmers has not said what he means; he has said the opposite. He is going to name two things that hurt advertising. But does "clearing up the agency situation" hurt it? No. It helps it. Does "honest reporting of circulation" hurt it? No. It helps it. That first sentence ought to read *There are two things which we must do if we are to help advertising.* If that seems weak, then he must say, in substance, this: "There are two things which are hurting advertising. One is the popular impression that agencies are dishonest. The second is the fact that publication circulations are often dishonest."

There are many ligament-words which are more or less like numerals: *Again, In the next place, Once more, Furthermore.* It is hardly necessary to illustrate their use.

§ 23. Sometimes the best transition from one paragraph to another is an answer to a question. In the following we have both an echo-word and an answer:

"Well, Mr. Morphy," I said finally, when there was a lull in the one sided conversation, *"What seems to be ailing you?"*

"Ailing me?" he literally roared. *"Why, I'm so sick and tired of insurance men that the sight of one gets on my nerves.* By actual count, you are the twenty-fourth man who has butted in here in the last twenty-four hours, trying to sell me endowments, twenty pays, tontines and a thousand other kinds of policies. Now you are about the last straw, and the worst of it is, I have never even heard of your company. One thing certain, I'll have nothing to do with a company I don't know about."—*System.*

Sometimes it takes a whole sentence, a transition-sentence, to get smoothly from one paragraph to another. *Approach the whole situation from another standpoint,* writes Mr. Deland, and puts down a period. That shows that a considerable shift of attention is desired.

In fact, every good opening sentence is a sort of transition. That is one reason why good opening sentences are usually short. The writer gives the reader time to get across to the new topic. Note the italic sentences in the following paragraphs, which are also from Mr. Deland's "Imagination in Business":

Let me try now to illustrate the use of imagination in business by three business problems. I select them partly because of their remoteness from the present in point of time (there being little harm in my speaking of the occurrences at this late date), and partly because they typify widely different cases.

The first is a retail problem, the circumstance of a carpet house. The

general question was whether the volume of business could be enlarged. This firm was advertising extensively in the daily papers, and such advertising is the fool's first resort and the wise man's last one. It is the proper remedy in about one in four cases of the kind here considered. It could hardly be used advantageously in a carpet business, for the reason that carpets are not tempting merchandise. In other words, one is not prompted by any advertisement to rush out and buy carpets. One buys them when one needs them. The buying of carpets is done in a cold-blooded way.

Once a year, rarely oftener, a family decides that it wants a new carpet. This is usually at the strenuous period known as "spring cleaning." But there is a more important time than this, and that is when the family is removing from one house to another. Probably from twenty to thirty per cent. of all buying of carpets is induced by a change of residence. Estimated roughly, there is one day in the year when each house-holder may buy carpets; accordingly, on three hundred and sixty-four days of the year the advertising of specific carpets for that man is wasted. For *every* man it would be wasted three hundred and sixty-four out of three hundred and sixty-five days, and such a proportion of waste will not permit of profitable advertising. The important thing, then, was to get at people when they were about to move, and it seemed to me at the start that the key to the situation was the real-estate agent. In this direction work was begun.

Now we might go on at great length analyzing this matter of smooth transition between the main divisions of an article. But we do not want to be too formal. We do not want to pretend that the mastery of an array of mechanical devices will take the place of coherent thinking. It is enough to point out that smooth transition should always be aimed at. Some writers join their paragraphs smoothly, and they are easy to read. Some throw their paragraphs at you as if they were so many rich gems, each complete and valuable in itself. These are the epigram-makers, and half of the clever youths who write on business to-day would sacrifice connection any day in order to get a new epigram. But epigrams will never be the whole story. You can't write up a business coherently by epigrams. You can't describe a machine or explain a system by epigrams merely. You must make your paragraphs hang together and seem an organic whole.

§ 24. A few words now about connection *within* the paragraph. Here again the first secret is the order of presentation. If your sentences are in the best order, the progressive order, the inevitable order, they will need few ligaments. They may seem a little abrupt, but the reader will follow along.

Beware, however, of leaving out some sentence that was really necessary to the paragraph. Many a paragraph which seems disconnected is so because the writer has unconsciously

kept back a link in his chain. Note the jump that you have to make in the following paragraph at the point indicated by the caret.

Several variations of this plan of profit-sharing show that holding employees is the sole motive. A small company, whose stock is closely held, takes in its general department heads as stockholders. But the employee is not allowed to pay for his stock even though he has the money. By the transfer agreement the dividends are credited against it. ^ And should he, for any reason, leave the company's employ in the meantime the stock with all credits to it reverts to the company. As it takes from ten to fifteen years to pay for the stock, this is an inducement constantly increasing in value for holding the man.

The sentence needed at the caret is, "The stock actually passes to him only when the dividends have paid for it."

§ 25. Logical order and the presence of all the links are therefore the indispensable conditions of connection within the paragraph. Yet you can improve the ease between sentences, by two methods.

First, you can use connective words, such as *But, Then, Nevertheless, Still, However, At the same time, Yet, In spite of that, On the contrary, On the other hand.* These, you see, are all adversatives; they show you that an opposite thought is coming. Then there are the synonyms for *and: Also, In the next place, Moreover, Furthermore, Likewise, Besides.* These words may begin sentences—note that I have written them with capitals.* But *and* is rarely used at the opening of a sentence. There is no fixed rule against doing so; this is a free country, and occasionally an initial *And* is worth using. Being the simplest and most childlike of connectives, it gives a somewhat naïve effect, but sometimes an innocent *And* sentence is just what you want. Do not worry on this point. Worry as to whether you have said *And* when you meant *But,* or *But* when you meant *And.* Connectives are worse than useless unless they are correctly used.

Another group of inter-sententials refer to the writer's degree of certainty. Such are *Certainly, Surely, Doubtless, Indeed, Perhaps, Possibly, Probably, Anyhow, Anyway, In all probability, In all likelihood, At all events, In any case.* Note that *Anyway* is the least dignified of these. But degrees of

*Note: For once when *However* begins a sentence, it should twice come later in the sentence.

dignity are less important than accuracy. The man who writes *Surely* when he ought to write *Possibly* is lost. He has made a smooth connection, but it is too smooth.

The connectives which point out inference are such words as *Therefore, Consequently, Accordingly, As a result, In consequence of this, As might be expected, So.* The commonest of all is *So. So* is a colloquial word, and often it has just the degree of simplicity that is needed. But it is worked to death. The *So* habit is as insidious as the chewing-gum habit. *Therefore* is sometimes too formal. But those five phrases between *Therefore* and *So* are not pretentious, and they ought to be used more than they are used in business English. Let us be frank: the *So*-habit is babyish.

The three preceding paragraphs deal with words that connect. But *order of words* may also connect. Order of words within a sentence may increase coherence between what precedes and what follows. Let us illustrate:

These shoes ought to have style. But these shoes have no style. They have good material in them, but the workmanship and the form are clumsy.

That is not an incoherent paragraph. It is short, and the sentences are short, and the meaning is clear enough. But the coherence could be improved, thus:

These shoes ought to have *style. But style* is exactly what they *haven't. They have* good material, but the form and the workmanship are clumsy.

You see what has been done. The last words of each sentence are echoed in the first words of the following. The gain in connection is not great between sentences so short and simple. But you can see that in longer sentences it might be very valuable to weld ends and beginnings in that fashion.

Notice that the sentence *But style is exactly what they haven't* throws *style* and *haven't* into strong relief. The beginning and the end of a sentence are the most emphatic places. Mr. Wendell, of Harvard, has formulated this rule: *Begin and end with words that deserve distinction.*

CHAPTER VI.

PUNCTUATION, AN ART.

§ 26. Chapters on punctuation are usually assigned to the end of the book and printed in small type. The subject is so elementary, you know. And yet Nathaniel Hawthorne called punctuation a fine art, and Hawthorne is still our greatest American master of prose. If he is right, the real danger is that punctuation is too hard a matter to be taught.

The elements of punctuation are of course elementary. What is more, readers will usually make out your meaning, no matter how badly you write. They may be amused or disgusted, but they will follow on. There was a time when English manuscripts had no punctuation to speak of, and our first printed books had little. They had the paragraph, however, and that was worth more than any set of punctuation marks. They could get on very well with one mark, the *virgule,* or oblique line. In the following paragraphs, printed by Caxton in 1481, you will have more trouble with the spelling than with the punctuation:

aunte said the foxe I am now glad / god thanke you ye haue don to me suche good / I can neuer deserue it fully agayn / me thynketh ther may no thynge hurte me syth that ye haue said thyse holy wordes ouer me /

Tho wente he and leyd hym doun vnder a tre in the grasse and slepte tyl the sonne was rysen / tho cam the otter and waked hym and bad hym aryse / and gaf hym a good yong doke / and said / dere cosyn I haue this nyght made many a leep in the water er I coude gete this yonge fatte doke / I haue taken it fro a fowler / take and ete it /

Reynart sayde this is good hansele / yf I refused I were a fool / I thanke yow cosyn that ye remembre me / yf I lyue I shal rewarde yow /

The foxe ete the doke with oute sawce or breed it sauourd hym wel / And he dranke therto iiij grete draughtis of water / Thenne wente he to the bataylle ward and alle they that louyd hym wente wyth hym.

That is not very hard to read. Still, if the spelling and punctuation were modern, you would read it faster. And that is the chief point about punctuation and capitals. The skilful use of them saves time for the reader. Instantly, then, punctuation becomes a business proposition. Anything that economizes the other man's mental energy is worth while.

Economy of the reader's energy is the force which has ousted some millions of commas from business prose in the past hundred years. Eighteenth century prose was spattered with them; they look as if they had been distributed by a pepper-box. That piece from Caxton's "Reynard the Fox" is easier to read than some prose written four hundred years later. The eighteenth century loved to pause and qualify and mince and fuss. It was the age of periwigs and minuets.

All that is changed. Prose goes straight ahead unless there is need for a pause. The word *prose* means that; it means straight ahead (Latin *prorsus*) and it is beginning to live up to its meaning. We cannot yet quite lay down the rule *Avoid the comma except as a danger signal,* but we are moving toward that rule.

In the phrase *No, price too high* the comma is a signal of danger. Omit it and you have *No price too high.* A California man once wired the former phrase to his agent; the telegraph company omitted the comma; and the error cost the sender some thousands. But the fault was his. Telegraph companies do not contract to transmit punctuation. He should have worded his message so that it would be punctuation tight.

Make your copy as nearly reader-proof as possible. Let that be our first rule. You will not find it in any book on punctuation, but an ounce of prevention is worth a pound of commas. Construct your sentences so well that they will need but few punctuation marks.

Note the following sentence: "A salesman who is always taking up the time of his busy customers with long personal stories about his own employer and his employer's wife and children or about his own wife and children and their interests and their general superiority to other men's wives and children, will not sell much." A comma is placed after *children* to show where the subject of the sentence ends. It is a red light hung there to prevent the train of thought from crashing into the predicate. This kind of sentence is so common that in all the books you will find a rule to this effect: "Mark the end of a long subject by a comma." And sometimes it is a good rule. But it would be better to avoid writing so long a subject. What is the paragraph for except to substitute two or three short sentences

for a long one? The worse a railway service is, the more red lights it needs.

But even the best service needs some red lights and semaphores and switches. They make for rapidity and safety. Let us draw up a few simple rules for the various marks of punctuation, avoiding abstract grammatical distinctions as far as possible. Some of these rules and their applications may seem elementary, but let us treat them as seriously as any other chapter in the book.

§ 27. *Period, Semicolon, Colon.*—

1. A dependent clause must not be punctuated as if it were an independent statement. It is primarily the function of the period and the semicolon to set off independent statements; that of the comma is to set off dependent statements and other dependent elements.

2. The mastery of the full stop and the semicolon depends upon mastery of the paragraph. Read again what is said on this matter under section seventeen. The distance between periods is inversely as the emphasis of each included proposition. Long sentences have bulk rather than emphasis, for it is their business to gather up a considerable number of details.

The semicolon is a kind of weak full stop. So far as grammar is concerned, it may be used instead of the period. Any complete statement may take a period; any complete statement may take a semicolon. Join short statements together and you indicate that they go together as similar and unemphatic assertions. They are similar; they are short; they often repeat the thought in different words; they are only semicolons.

3. The period is used before a decimal number written in figures, even if no whole number precedes. Conversely, if only whole numbers are to be given, the period is not needed after them unless the figure closes the sentence.

4. There is no good reason for placing the period of a decimal number above the line. Some printers "reverse," thus putting the period high up, as Caxton used to do to decorate his page. But there is no obvious gain of clearness by lifting the point into the air.

5. The rule that a period should follow every contraction has broken down in the case of cent, which is contracted from

centum, a hundred. Per cent. is still used, but per cent is commoner.

It is better, by the way, to say per annum than per year. But per is now used with many English words: per hour, per bearer, etc.

6. Used after a name and a Roman numeral, the period indicates that the numeral should be read as an ordinal. Leo XIII. is read Leo Thirteenth. But the period is unnecessary.

7. The period is the proper point after the name, or name and address, beginning a letter.

Messrs. Marshall Field & Co.,
Chicago.
Gentlemen:

8. In a list after a colon, the semicolon may act as a grouper of phrases containing commas.

Initiative means several things: the courage to take the lead; the good sense to take it at the right time, the time which other pople don't yet perceive to have arrived; the wakeful attentiveness which sees real needs, not imaginary ones.

It may even be used *for emphasis* instead of the comma in a list of phrases that does not follow a colon.

If no personality shines through the words, they are dead things; arbitrary signs strung together; corpses of thoughts embalmed with ghastly precision.

9. The chief use of the colon is to introduce *a formal list.* It may be a list of words, a list of phrases, or a list of short sentences. This purpose of the colon outweighs all others. Beware of ancient rules which permit long sentences to be broken by the colon just because they are long. Every time the colon is used it should suggest a list, or the equivalent of what precedes the colon. In strict logic the colon is to prose what the *mark of equality* is to mathematics. Out of this fact grow the remaining rules for this mark.

An informal and uncomplicated list needs no colon. "Among the qualifications of a good stenographer are accuracy, rapidity, and modesty." But suppose that you wish to elaborate that list of qualifications by adding descriptive phrases. Then you use the colon. "Among the qualifications of a good stenographer are: accuracy, or the ability to spell and punctuate; rapidity, which means getting work done quickly without sacrifice of

accuracy; and modesty, which means so many things that we won't try to enumerate them here."

10. The colon introduces formal quotations. Informal quotations are preceded by the comma or nothing. This rule is vague—like all rules for punctuation—and examples are more important.

1. Mr. Mason said, in part: "Ladies and Gentlemen, &c."
2. Mr. Mason said, smilingly, "I don't agree."
3. Mr. Mason said that he didn't agree.

11. The colon is used after the salutation in business letters, thus: *Dear Sir:* There is no reason for adding a dash after the colon. It disfigures the page and looks like a flourish of trumpets.

§ 28. *The Comma.*—The excessive use of the comma has been criticized in section twenty-six, and its function as a danger signal has there been pointed out.

1. The comma cannot separate independent statements unless it is followed by *and* or *but.*

Children are a long time in learning this rule, and a streak of childishness often persists in adults. Here is a childish sentence from the catalogue of a certain mail-order house.

The engine is thoroughly tested, it is first run on a limbering block, it is then connected with a shaft and propeller in a large tank.

The definition of a sentence requires either periods or semicolons in place of the commas after *tested* and *block.* Of course there are various ways of avoiding either periods or semicolons. For instance:

(a) The engine is thoroughly tested: it is first run on a limbering block, and is then connected with a shaft and propeller in a large tank.
(b) The engine is thoroughly tested, for it is first run on a limbering block and is afterwards connected with a shaft and propeller in a large tank.

2. Put a comma before *and* or *but* if it connects distinct statements. Put nothing when only words are joined.

1. Saul and Jonathan were lovely and pleasant in their lives, and in their death they were not divided.
2. I was afraid, and went and hid thy talent in the earth.
3. All but two were lost, but the two were well worth saving.

3. A dependent clause standing first usually needs a comma.

1. When in doubt, do the next thing.
2. If thine enemy hunger, feed him.

When standing last, a dependent clause often needs no comma before it. Note the difference in the case of *because* clauses:

1. Rob not the poor man, because theft is a sin.
2. Do right because it is right, not because it pays.

When *for, as,* and *since* mean *because,* the fact is shown by prefixing a comma. Otherwise they will be taken for prepositions. No rule of punctuation is more important, and none is more constantly broken. The correct use of the two kinds of *for, as,* and *since* may be seen in these three sentences:

1. Take therefore no thought *for* the morrow, *for* the morrow shall take thought for the things of itself.
2. Pay *as* you go, *as* you go safely so.
3. *Since* 1776 we celebrate July fourth, *since* we celebrate the Declaration and not its formal signing.

After saying at the beginning of this chapter that the comma should be sparingly used, I may seem old-fashioned and inconsistent in insisting on this comma before the causal *for, as,* and *since.* But the omission of it often leads to misunderstanding, and even when it does not do that it gives an air of undignified breathlessness. It is decent to take breath before giving your reason. The reason will have more effect when it comes. This gasping out of reasons is not good business. To make the matter worse, some babblers will tack *as* clause to *as* clause, like this: "We want you to examine this booklet carefully as it contains the latest and best information on our goods as we have spent considerable time and expense in getting it up." Associate, I pray you, this kind of thing with weak men. Every time you omit a comma before causal *for* and *as* you place yourself or your employer among the breathless.

4. Members of a true series are separated by commas, or conjunctions, or both.

1. The Indian, the sailor, the hunter, only these know the power of the hands, feet, teeth, eyes, and ears.—*Emerson.*
2. Newton was a great man without either telegraph, or gas, or steam-coach, or rubber shoes, or lucifer-matches, or ether for his pain.—*Emerson.*

Perhaps you have been taught to omit that comma before ***and.*** Then (saving your presence) you have been taught

wrong. "Eyes and ears" do not make *one* in a series where hands, feet, and teeth are given separately.

You will find that all the best authorities to-day insist on that comma before *and* or *or* between the last two members of a series.

There seems to be one exception. Firms of three or more members usually omit it from their names. *Carson, Pirie, Scott and Company*—so it runs, though there ought to be a comma after *Scott.* These firm-names have long appeared in legal documents without the comma. Meanwhile the method of punctuation has changed, but the firms are conservative.

This chapter on punctuation has a good deal of elementary matter in it, but on this point I wish it might come to the attention of the members of firms.

The tendency is to drop all commas from firm-names, when it should be to add that last comma. Many Chicago people think that *Carson Pirie* is one man.

5. When a series forms a subject, observe that the end of the subject is not pointed.

Beauty, truth, and goodness are never out of date.

6. Certain brief phrases that look like series are not such. *Little old man, fine fat hen, nice young lady, foolish young fellow, big red-squirrel*—these are not to be broken into by commas. Don't be fussy.

7. For the use of commas as marks of parenthesis, see § 30.

8. Vocatives are to be set off by commas, unless the exclamation is used.

Say, John, where are they?
Well, my lord.

The words *Yes* and *No* should invariably be followed by some punctuation. *Yes, sir* is often pronounced *Yessir,* and it is pedantic to separate the two words completely in pronunciation. But the comma must never be left out.

The expletive words *Well* and *Why* must be followed by punctuation.

Badly written papers are filled with *Well Johns* and *Why Johns* and *No Johns.* These are the things which, repeated year after year by careless and ever more careless students,

drive the teacher of English mad. What man of business cares to get a letter in which he is addressed as *Now Mr. Smith, Well Mr. Smith, You see Mr. Smith, I think Mr. Smith*?

9. A *regular* relative clause needs no comma; it shows *which* person or thing is meant; it *identifies*.

1. We have left undone those things which we ought to have done.
2. The man who hesitates is lost.

An *extra* relative clause needs two commas; it refers to some person or thing already identified, usually identified by its name.

1. My Lord of Herford here, whom you call King, is a foul traitor.
2. My father, who is now very old, uses no spectacles.

In these last two sentences it is easy to see what happens if the commas are omitted. *My Lord of Herford whom you call king* is contrasted with some other Lord of Herford; there are two lords. And *My father who is very old* seems to imply that I have another father who isn't so old.

Occasionally it is hard to decide whether a relative clause is extra or regular. But for one such case there are ten thousand that the careless, careless writer just does no thinking about.

Corresponding to the extra relative-pronoun clause is the extra relative-adverb clause. It requires a comma. Do not fail to fix that fact firmly in your mind.

1. I expect to be in New York soon, where I shall stay a week.
2. We soon came to the river, where we staid an hour to rest.

10. Chicago, Illinois. Note that comma between city and state.

§ 29. *Questions and Exclamations.*—1. End your questions with a question mark. Why do I spoil good white paper by such a simple command? Why don't I put it in small type in an appendix, where it will slumber undisturbed? Because, gentle writer, you know very well that you forget that question mark half the time, and put a period in its place. This is partly because you are mortal, like the rest of us, and to be mortal is to forget. But is it not sometimes because your question is too long?

It is often effective to put a question mark in the midst of a sentence, before a small letter. When human nature gets into a questioning mood, it asks a string of questions without waiting for an answer.

Is it not so? isn't human nature like that? Shall we not recognize the fact? make allowance for it? punctuate accordingly?

2. Use the exclamation point judiciously! That is a vague rule, but it is as good as any. What is the effect you wish to produce by an exclamation? You want surprise and emphasis. That means a sparing use of the point, for readers don't care for a string of explosions. But if *you* consider a thing so striking that it rouses an exclamation, the reader wants the sign. Notice the difference between the following:

Ah, I see you.
Ah! I see you!

The first may go with a sliding inflection, as of sly discovery. The second has two strong falling inflections.

§ 30. *Dash, Curves, Brackets.*—As a general rule, avoid using the dash with any other mark of punctuation. It is not needed after the colon, and rarely if ever needed after the comma. We are speaking of the body of the text, not of such places as the head of this section, where period and dash set off a formal topic.

Make your dashes long enough to be distinguished from hyphens. If your type-writing machine has only one character for both marks, use two hyphens for a dash.

1. Don't use the dash instead of the period, as if you had unutterable emotions. Latterly it has become the fashion with certain advertisers and form-letter houses to eschew the period and substitute the dash. By this means they cover up ungrammatical constructions. By this means they hysterically call attention to their goods. Ah, these inexpressible goods—so wonderful—so worthy of explosive admiration—and choked voices—oh!—

2. A dash is often better than a colon to introduce a short, informal list.

3. A violent parenthesis goes between dashes; a strong parenthesis between curves; a weak parenthesis between commas.

And whether a parenthesis is to be violent, strong, or weak depends on your purpose. Worry less about the intrinsic logic of the situation, and more about the effect you wish to produce on the reader.

1. These three qualifications—accuracy, rapidity, and modesty—are essentials in a good stenographer.
2. These three qualifications (accuracy, rapidity, and modesty) are essentials in a good stenographer.
3. These three qualifications, accuracy, rapidity, and modesty, are essentials in a good stenographer.

The first of these parentheses throws the qualifications into high relief. The second is strong, but so to speak confidential. The third is merely incidental.

4. Brackets usually indicate something that has *no* part at all in the text as such. It is often an insertion by an editor to correct a statement or a word that is being quoted.

Most of the inspirational [*Inspirational*—what a word!] literature, form letters and the like, sent out by sales managers to their men in the field seems to be devoted to keeping alive and hot the enthusiasm of the man for his house and his own record.

CHAPTER VII.

IMPORTANT MECHANICAL MATTERS.

In this chapter we consider five matters:

1. Abbreviations.
2. The Apostrophe.
3. Capitals.
4. Figures and numerals.
5. Italics and Quotation Marks.

There is a best usage in all these matters. A strictly first-class printing house—there are none too many such houses—knows that usage, and if asked to get up booklets or catalogues in the best style it will see to it that your manuscript is put in shape, or the errors corrected in proof. But the process is expensive. It is far cheaper to have these things attended to in your own office. Besides, you want good usage even in material that does not go to the printer.

§ 31. *Abbreviations.*—1. Do not abbreviate any word which you wish to see printed in full.

2. Avoid an excessive number of abbreviations of any kind.

3. Use a. m. and p. m. for ante meridiem and post meridiem. That is, use small letters, or what the printers call lower-case type. But consider also whether the text would not look better if you said in the morning, in the afternoon.

4. The abbreviations inst., prox., ult. may well be relegated to the scrap heap. They are relics of outworn majesty, and many a correspondent has to stop and think what they mean.

5. Spell out March and April, June and July. For the other months we may use, in correspondence, Jan., Feb., Aug., Sept. [Note that *t*], Oct., Nov., Dec.

For the days of the week, Sun., Mon., Tues. [Note that *es*], Wed., Thurs., Fri., Sat.

But in the text of an advertisement, for example, you will ordinarily want to spell out the names of months and days.

6. Mr., Mrs., Messrs., Jr., and Sr. are never spelled out.

Usage differs about Doctor and Professor, but it is good form to spell them out. Note that Dr. also stands for debtor. In book-work military titles are spelled out. Rev. and Right Rev. are spelled out in all formal texts.

7. Jas., Chas., Thos., Wm. etc. are permissible, but no man so named ever felt offended to find his name spelled out. Nicknames are not abbreviations, and do not take a period. Jim and Tom and Ed and Bill stand as here printed.

8. Anno Domini, year of our Lord, is abbreviated as A. D.

9. e.g. is read "for example." It is Latin *exampli gratia.*

i.e. is read "that is." It is Latin *id est.*

viz. is read "to wit." It is Latin *videlicet.*

etc. is read *et cetera* or *and so forth.* It is a stupid blunder to write *& etc.* That *&* is merely a short way of writing *et.*

10. The ampersand (&) is correctly used in some authorized business names, such as R. Hoe & Co.

11. Write the abbreviation Co. if the firm uses it on letter heads. Spell it out if the firm spells it out.

12. lb. means pounds as well as pound. But lbs. is also used.

13. For abbreviations in market reports and the sale of stocks and bonds, watch the trade journals.

14. Dept., sec., pres., treas. appear on letter-heads and in reports. Of course they should be spelled out in the text of booklets, etc.

15. The following are in use for correspondence: Ala., Ariz., Ark., Cal., Colo., Conn., Del., Fla., Ga., Ill., Ind., I. T., Kan., Ky., La., Md., Mass., Mich., Minn., Miss., Mo., Mont., Neb., Nev., N. H., N. J., N. M., N. Y., N. C., N. D., Okla., Ore., Pa., R. I., S. C., S. D., Tenn., Tex., Vt., Va., Wash., W. Va., Wis., Wyo.

But Cal. is often mistaken for Col.; Pa. is often taken or meant for Philadelphia; Miss. is often mistaken for Missouri. It is well to spell out California, Mississippi, Missouri, Maine, Iowa, Ohio, Utah, Alaska, and Idaho; and to use Penn. or Penna.

16. Two consecutive years may be written thus: 1910-11.

17. Write 1911 rather than '11—unless you are referring to your class in college or high school.

18. In letters, June 10, 1911 is better than 6–10–11.

19. bldg., st., boul., av. are forms that are coming into good use. It is not wrong to use Bldg., St., Bvd., Av., Ave., but the influence of newspapers and directories is displacing them. Of course official names like Prairie Avenue Bank require the spelled-out word.

20. Newspapers are also popularizing such forms as McKinley high school, Albion college, when the phrase is not official.

21. "Free on board" is usually written f. o. b., but F. O. B. is also found.

22. The following abbreviations are in use in purely technical business English, as in bills. But in letters and articles most of them should be spelled out.

acct. account.
adtg. advertising.
agmt. agreement.
agt. agent.
amt. amount.
ans. answer.
assd. assorted.
asst. assistant.
atty. attorney.
av. average.
B. or b. book.
bal. balance.
B. B. bill book.
bbl. barrel or barrels.
bdl. bundle.
B/E. bill of exchange.
bgs. bags.
bk. bank.
bkts. baskets.
B/L. bill of lading.
blk. black.
bls. bales.
brls. barrels.
bot. bought.
B/P. bill of parcels.
B. Pay. or B. P. bills payable.
B. Rec. or B. R. bills receivable
Bro. brother.
Bros. brothers.
brot. brought.
B/S. bill of sale.
bu. or bush. bushels.
bx. box.
bxs. boxes.
C. B. cash book.
cert. or certif. certificate.
chgd. charged.
ck. check.
C. O. D. cash on delivery.
cr. credits or creditor.
C. S. L. commission sales ledger.
ctg. cartage.
cts. cents.
cwt. hundredweight.
D. B. day book.

dft. draft.
disc't. discount.
do. the same.
dom. ex. domestic exchange.
doz. dozen.
Dr. debit, debtor.
da. or ds. days.
ea. each.
E. & O. E. Errors and omissions excepted.
ent. entered.
et al. and others.
exch. exchange.
fol. folio.
for. ex. foreign exchange.
frt. freight.
ft. feet.
gal. gallon or gallons.
grs. gross.
guar. guaranty.
hdkfs. handkerchiefs.
hf. half.
hhd. hogshead.
I. B. invoice book.
in. inches.
ins. insurance.
J. journal.
J. D. B. journal day book.
L. ledger.
L. & G. loss and gain.
L. S. place for seal.
mdse. merchandise.
mem. memorandum.
mnfg. manufacturing.
mos. months.
mtg. mortgage.
nat. national.
no. number.
O. B. order book.
oz. ounce, ounces.
P. and L. profit and loss.
pp. pages.
payt. payment.
pd. paid.
pr. pair.
pt. pint.
qe. quire.
qr. quarter.
qt. quart.
qtls. quintals.
recd. received.
sds. sides.
shipt. shipment.
shs. shares.
stbt. steamboat.
st. drft. sight draft.
supt. superintendent.
tcs. tierces.
via—by way of.
vol. volume.
W. B. way bill.
wt. weight.
X. extra.
yd. yard.
yds. yards.
yr. year.

§ 32. *The Apostrophe.*—1. The apostrophe often shows the omission of a letter or letters. In contractions the important thing is to get it in the right place. Notice the position of it in can't, won't, they're, haven't, aren't, you're. We may write dep't for department, but dept. (with the period) is easier.

2. The apostrophe marks the plural of letters and figures and of words referred to as words merely.

1. It is hard to tell his 8's from his 3's.
2. Dot your i's.
3. There are too many *and's*.

3. The apostrophe marks the possessive (or genitive) form of nouns. If the singular ends in s, the possessive adds the apostrophe and then another s: Jones's, Lewis's, Adams's, Dickens's. But we write Adams Express Company, using Adams as an adjective. Jones's, Lewis's, etc., are pronounced like the plurals, Joneses, Lewises, etc. If the plural ends in s, only the apostrophe is added to give the possessive form: the Joneses' house, the Adamses' children.

The only exceptions are a few phrases: goodness' sake, conscience' sake, Jesus' sake.

4. Do not write *it's* unless you mean *it is*. *Its* means *belonging to it*. You will have to watch this matter in revision. You can't trust yourself to get it right every time in composing, any more than you can be sure of always keeping *to, too,* and *two* apart.

§ 33. *Capitals.*—1. One line under a word indicates that it should be set in italic; two, in small capitals; three, in large capitals.

2. There is a considerable decrease in the use of capitals in abbreviations. A study of the section on abbreviations will show the various usages, though in § 31:22 fewer capitals perhaps are used than is the custom in some offices.

3. Avoid excessive capitalization. In referring to the different departments of a business—e. g. mailing department—capitals are usually superfluous.

4. Easter, Christmas, Fourth of July, Labor Day, Thanksgiving, New Year's—these take capitals. *The names of the seasons do not.*

5. Titles of books are differently printed by different offices. Usually every word is capitalized except articles (a, an, the), prepositions (for, of, etc.) and conjunctions (and, etc.).

6. *The* is capitalized when it is the first word in the title of a book. But if newspapers are mentioned in the text, they are

referred to as the Chicago Tribune, the New York Times, etc. *The* is safely capitalized in referring to a corporation.

7. Write, the State of Illinois. Without the capital, here, state would mean condition.

8. Be extremely careful to write *English, French, German,* etc., with capitals. The coming of so many Germans into this country has quite upset our school-children on this point—for the Germans do not capitalize these words.

9. Write, Ex-president Roosevelt, Vice-president Sherman, Major-general Grant. [For "former president" see p. 105.]

10. In writing prefixes to foreign names, do not theorize, but find out how the owner writes his name. The usual styles are: Van Beethoven, Ludwig van Beethoven; Bismarck, Graf von Bismarck; Da Vinci, Lionardo da Vinci; Della Robbia, Luca della Robbia; De Tocqueville, Monsieur de Tocqueville, M. de Tocqueville.

11. The following merchandise names need no capital: brussels carpet, castile soap, china ware, delft ware, gobelin blue, india ink, india rubber, levant, majolica, morocco, oriental rugs, russia leather, turkey red, surah silk, wedgwood pottery. There are many other similar terms.

12. The words *americanized* and *anglicized* are now in good use.

13. Write East, West, North, South, Northwest, Southeast when you mean parts of the country or sections of the nation. Use the small letter when you refer to points of the compass, or direction.

1. The West wants a reduction of the tariff.
2. I am going out west.
3. We are moving due west.

14. Names of the Deity are capitalized. Some offices always capitalize He, His, Him when they refer to God.

15. In pamphlets, booklets, circulars, and advertisements capitals are useful for display purposes. They are however often abused.

16. Capitalize names of college fraternities, but not of college classes.

17. Capitalize Indian, Chinese, Japanese, but usually not *negro.* This is not a discrimination against the colored race. It

merely means that *negro* is much more widely used than the names above given. In "a negro melody" the word is as truly a "common" adjective as "folk" would be.

§ 34. *Figures and Numerals.*—1. When figures are expressed in words, the effect is more conversational and at the same time more literary. Round numbers so expressed often have more effect, are more impressive, than figures. "Let us help you save a thousand dollars" is more natural than "Let us help you save $1000," where we read "One thousand dollars," a rather artificial phrase. The combination of word and figures, "One thousand dollars ($1000)" is very formal, and summons up visions of a contract. It is for the writer to consider which of these three effects he wishes to produce.

2. When numbers are written out in legal papers, dates and large amounts are expressed by thousands. But in ordinary spelled-out numbers, expression by hundreds is better.

Nineteen hundred eleven.
Forty-nine hundred and forty.

3. Be consistent. If you spell out in one paragraph, do the same in the next.

4. But do not begin a sentence with figures. Write

Nineteen hundred dollars goes to equipment; $800 to maintenance; etc., etc.

5. Even in spelling out numbers, a distinction should be made between quantities and rates.

Forty acres, at $75.50.

6. Except in legal documents, dates should go in Arabic. When the day precedes the month, write 30th June rather than 30 June. After the month write the day without th or d.

Use d (not nd or rd) for days ending in d.

7. Half-past two is better than 2:30, except where an effect of great precision is required. The former is more social.

8. A common fraction standing by itself should be spelled out. Three fourths (not ¾). We are speaking of a fraction standing in the text.

The hyphen must not be used in such a fraction as three fourths unless it is employed as an adjective (a three-fourths interest, etc.). It is used in twenty-one, ninety-seven, etc.

9. Do not add ciphers (.00) to any statement or even numbers in the text. They only confuse. Of course they are proper in tables where decimals appear.

10. In large amounts expressed by figures, the comma points off the thousands. But it is not needed in a sum of four figures.

11. In the address of social letters the words First, Second, etc., naming streets or avenues, are spelled out. There is an advantage in always spelling them out, namely that they are preceded by the number of the house in Arabic numerals. But in business letters 65, 125th st. is a form that saves time and offends no one.

§ 35. *Italics and Quotation Marks.*—1. Italic type is indicated by underlining once.

2. Excessive use of italic is out of date. In the eighteenth century the experiment of free italicizing for emphasis was fully tried and found wanting. It merely tempted the reader to neglect the words that were printed in roman type. [The word Roman always takes a capital except when applied to type.]

Begin and end your sentences with words that are emphatic. If you want a word to be especially emphatic, so construct your sentence that it will come at the end, like the crack of a whip.

Type-setting machines are so built that free use of italic on these machines is very expensive.

Even in advertising, italic is not a good staff to lean on.

3. Foreign words that are genuinely unfamiliar may be placed in italics. But such words as the following are now good English, and should appear in roman:

aide-de-camp	carte blanche	per capita
addenda	chaperon	per cent
ad valorem	contra	prima facie
alias	data	pro rata
alibi	dictum	régime
alma mater	et cetera	rôle
anno domini	ex officio	ultimatum
à propos	facsimile	verbatim
bona fide	gratis	vice versa
café	per annum	

4. The title of a book from which an extract is taken in the text is better set in italic than in quoted roman. At the end of

a quoted paragraph credit the author's name in roman, the book in italic. Between author and book use either the comma or the colon.

5. Magazines and newspapers named in the text need not be italicized. The capitals are enough.

6. When a quotation is made a part of the text, especially when it is made a part of the sentence, it must be enclosed in quotation marks. But if you wish to quote a whole paragraph, it is better to omit the marks and order it printed in smaller type. A vertical line drawn to the left will show this to the printer. A glance through the pages of this book will show many such paragraphs and sentences.

7. A quotation within a quotation goes in half quotes.

A recent writer says: "One man had been telling a story of how he had lost £200 by giving credit to a man who seemed all right, and the talk had drifted to credit in general. One of the group suggested that if a man stood the first two or three credits, he was good to continue on such a basis. But here the first man took him up, and said, 'That's wrong. My customer had paid up on no less than four orders; then he came with the fifth, a big one, and left me in the lurch. It was the confidence trick over again.' 'Did you get good references with him?' asked somebody. 'Yes, they were all right.'"

8. Be sure that your quotation marks stand outside the words quoted, and outside nothing more. Very likely your own period will get inside the quotation, unless you are careful. Punctuation marks belonging to the quotation go inside. Yours go outside.

9. At the end of a cited passage put the author's name in roman, then a colon or comma, then the book-title in italics. But in the running text quote book-titles, as Mr. Deland's "Imagination in Business." There are however book-titles so brief and so well known that they need neither be quoted nor italicized. Nothing is gained by italicizing or quoting such titles as Longfellow's Evangeline, Gibbon's Rome, Macaulay's England.

10. In writing the full title of a book, do not depend on your memory; look it up and get it right. Do you know the exact title of Gibbon's Rome?

11. Some quotations are so well known that the reader feels insulted if you use quotation marks. Proverbs should not have the marks. Many Shaksperian phrases should not. A reader who insists on quotation marks for such expressions as

maiden meditation, tide in the affairs of men, to be or not to be—well, he knows very little.

12. If you are going to use slang, use it. Do not strew your pages with apologetic quotation marks. Take the responsibility or else let the stuff alone. Nothing is gained by coy approaches to vulgarism. It is irritating to see the pages of business magazines peppered with quoted slang. It reminds you of the Frenchman who, when the coach was overturned, stepped out on a lady's head and said, "By your leave, madam."

CHAPTER VIII.

THE MASTERY OF THE HYPHEN.

§ 36. 1. There is still great difference of opinion as to what words should be written separately, what with a hyphen, and what solid. A good unabridged dictionary should be used in all doubtful cases; the pocket dictionaries are mostly useless on these points. The Webster's International of 1910 uses a small, faint hyphen to denote syllables, and a large black hyphen to denote compounds. The Standard uses the German hyphen (=).

2. The general rule for compounding is simple enough. Do not use the hyphen unless a difference in meaning is required. A poor-farm is not necessarily a poor farm. A glass house is different from a glass-house, a green house from a green-house. And out in the country, says a humorist, people distinguish between a near neighbor and a near-neighbor. The pronunciation is a great help, though it will not always decide between a hyphened form and a solid form.

3. Avoid hyphens in such phrases as long looked for, never to be forgotten.

4. In such words as cooperation (coöperation, co-operation) the hyphen is clearer than the dieresis, or two dots over the second vowel. But offices differ, and neither mark is really necessary.

5. As was said in the section on figures and numerals, simple fractions need no hyphen. We write one half, two thirds. But turn them into adjectives (one-half interest, two-thirds length) and they must be hyphened.

The same rule applies to many other phrases. We speak of a four-story house, a ten-acre lot, a two-foot rule, a first-rate or second-rate piece of goods.

6. We hyphen half-barrel, half-dollar, half-dozen, half-past, quarter-section.

§ 37. 1. We write twofold, fourscore, sixpence, but a hundred fold, twenty score.

2. Here is a group of typical solid words: anybody, anything, anywhere, cannot, everybody, everything, nobody, nowhere, something, somewhere, earthenware, facsimile, fireproof, landowner, newcomer, stockbroker, taxpayer, trademark.

3. The word *forever* is in good use, though some of the best dictionaries prefer for ever. Every one and any one are not yet consolidated, but it is hard to see why not. Surely there is a real difference between these words as referring to persons and to things. [Even in the case of persons the accent varies according to the meaning.]

§ 38. 1. The phrase all right is two words. Note that it has two ll's and a clean white space after them. The running of these words together with one l is an abomination.

2. The phrase Good morning is two words.

3. The phrase Good bye is properly two words. But as an adjective—Good-bye kiss—it may be hyphened.

4. The phrase near by is two words, and should stand *after* the word it modifies (a house near by).

5. The best literary usage gives us: to-day, to-night, to-morrow, together. But business usage tends toward making these words solid.

6. Compounds of semi- and demi- and anti- are not written with a hyphen unless they are made up on the spot. Such inventions are often semi-jokes.

§ 39. The following list of four hundred and forty business words is intended for study rather than merely for reference. It shows the principles which in general govern the separation, the hyphening, and the consolidation of words:

accommodation bill	baggage-check	bank-note
addressing-machine	baggageman	bar iron
anybody	bag-machine	bay window
anyhow	balance-sheet	bedroom
any one	ball-bearing	beeswax
anything	bank-bill	bell-boy
anyway	bank-book	birthday
anywhere	bank-credit	blackmail
back-action	banking-pin	blacksmith

block tin
blotting-pad
blotting-paper
blue-print
bondholder
bookbinder
box car
brass-pounder
by-product
cabinet-maker
calculating-machine
cancelling-stamp
carbon-paper
carbon-print
clearing-house
cloth-measure
cloth-worker
coal-tar
committee-room
comptroller-general
controller-general
copy-book
copying-ink
copying-ribbon
cotton-machine
cotton-manufacturer
cottonseed-oil
craftsman
cross-question
cross-section
crown-paper
custom-house
cutter-stock
cutting-board
cylinder-bore
cylinder press
dairy-farm
death-trap
deckle-edged
desk-knife
diminishing-rule
display-letter
display-line
display-type
dollar-mark
double-acting
double-dye
down town (adv.)
down-town (adj.)
drawing-board
dry-point
elevator-shaft
emery-paper
enamel-paper
engine-room
everybody
every-day (adj.)
every one
everything
everywhere
expressman
facsimile
facing-brick
feed-pump
file-blank
file-card
fire-clay
flintware
floor-plan
floor-walker
folding-machine
foolscap
foot-note
foot-pound
forehead
foreman
form letter, or
form-letter
furniture-store
galley-proof
gas-company
gas engineer
gaslight
gas-oven
gas-stove
gate-bill
gateman
gate-money
gear-wheel
glass-house
glove-maker
gold-mine
gold-mining
good bye (or by)
good evening
good-for-nothing
good morning
grain-car
graniteware
greengrocer
greenhouse, or
green-house
groceryman
gunpowder
half-binding
half-cent
half-dollar
half pay
hand-bag
handkerchief
hand-made
handwriting
hardware
hard-wood (adj.)
harness-maker
hat-maker
hat-store

head-line
headquarters
herein
hereinafter
hereupon
herewith
hitherto
hook and eye
hothouse
house-fly
house-painter
hundredweight
index-error
index-machine
ink-bottle
ink-pad
judge-advocate
jobbing-house
jury-list
juryman
knife-blade
labelling-machine
label-machine
labor market
labor-saving
labor-union
landowner
laundryman
law-abiding
law-binding
law-court
lawsuit
leaf tobacco
letter-balance
letter-box
letter-carrier
letter-case
letter-clip
letter-file
letter-head
letter-paper
letter-press (a press)
letterpress (printed)
life-insurance
life-interest
linen-draper
linesman
listwork
lockout
locksmith
lock-stitch
low-pressure
lumber-car
lumberman
lumber-yard
machine-made
machine-shop
machine tool
mail-box
mail-car
mail-carrier
mailing-machine
makeshift
margin-line
marking-ink
master carpenter
master printer
measuring-tape
metal-work
mill-gang
milling-machine
money-broker
money-lender
money-maker
money market
money matter
motorman
mowing-machine
mucilage-bottle
network
newcomer
news-agent
newsboy
newspaper
newspaper-file
news-stand
night-watchman
nobody
nonesuch
northeast
office-book
office-seeker
oil-can
oilcloth
old-timer
one's self [Two words.]
orange-pekoe
outburst
outdo
outgoing
outset
outsider
outwear
overbid
overcharge
over-confident
overpay
over-produce
over-production
over-purchase
over-scrupulous
oversize
overstatement
overwork
paper-file
paper-folder

paper-holder
paper-knife
paper-mill
parcel-post
pasteboard
pattern-book
pencil-sharpener
penholder
pennyweight
piece-goods
piece-work
piece-worker
pig iron
pig lead
pile-driver
pin-money
pocket edition
pocket-knife
porterhouse
postage-stamp
postal card
post-card
postman
postmaster
postmistress
press-proof
price-list
price-tag
printing-house
produce-broker
produce exchange
produce-merchant
profit-sharing
proof-reader, or
proofreader
proof-sheets
provision-merchant
quarter-section
quitclaim
railroad-car
railroad company
railway-carriage
railway company
reading-matter
ready-made
receipt-book
receiving-clerk
receiving-office
request-note
return cargo
return check
return tag
return ticket
revenue-officer
ribbon-stamp
road-bed
road-book
rock salt
rolling-mill
rolling-stock
safe-deposit
safe-keeping
safety-valve
salesgirl
saleslady
sales letter, or
sales-letter
salesman
sales manager
saleswoman
sample-card
schoolboy
school district
schoolroom
school-teacher
scrap-book
second-hand
second-rate
self-culture
self-respect
self-restraint
self-righteous
sheet-metal
shirt-store
shirtwaist
shoe-sole
shop-bill
shop-boy
shop-thief
show-card
show-case
show-window
sidewalk
silk-manufacture
silverware
so-called
soda-biscuit
somebody
somehow
something
sometimes
someway (adv.)
somewhere
southeast
spendthrift
staircase
standby
stencil-plate
stock-jobber
stock-list
stockman
stock-market
stock-ranch
stock-room
stock-taking
stub pen
subject-matter

tableware
tax-dodger
tax-free
taxicab
terra-cotta
thereabouts
thereafter
thereat
therefor
therefore
thereto
thereupon
therewith
three-foot
three-ply
three-quarter
tie-up
time-bargain
time-bill
timekeeper
time-table
trademark
tradesman
trade-union
traffic-manager
traffic-return
typewritten
typewriter
underbid
undercharge
underestimate
under-expose
undergarment
underhand
underpay
understate
understock
upbuild
utility-man
vice-president
visiting-day
waste-preventer
water-mark (noun)
watermark (verb)
whereabouts
whereas
wherefore
whereof
wide-awake
withstand
woodwork
working class
working-day
workshop

§ 40. *Division of words.*—1. In preparing copy for display advertisements, it is well to avoid division of words as far as possible. The display lines should be short enough to be taken in at a glance.

2. It is a fortunate matter that present usage permits a somewhat ragged edge at the right of a typewritten page. This allows the typist to avoid many of the problems of word-division which worry the typesetter and prove expensive when the proof-reader changes the division. But neither the typist nor the long-hand writer can avoid all the problems of word-division.

3. The general rule is, Divide at the end of a syllable. But what is a syllable?

The scholar goes by the derivation of the word, and finds a real pleasure in seeing the division geo-logy bring out the idea of-earth-science, while theo-logy brings out that of God-science. But derivation will not serve as a general principle, because it requires too much scholarship.

The commoner rule is, Divide on emphasized syllables; that is, let the stress decide what the syllable is. We can't always

expect an emphatic syllable to come at the end of a line. But emphasis and pronunciation are our best helps in word-division.

4. When a word is pronounced as one syllable, do not divide it. And if possible avoid dividing words of two syllables, especially when only one letter is left or carried over.

5. Never end a line with *dd* or *tt*. Divide thus: admit-ted, red-dest. In general, divide between double consonants.

6. The following divisions are recommended by Mr. Theodore Lowe De Vinne, one of the most careful printers we have ever had in America.

advan-tage	mil-lion	dou-ble
appel-lant	plain-tiff	mo-bile
finan-cier	ac-tress	noi-sy
for-tune	butch-er	pa-tron
foun-da-tion	chil-dren	pro-duct
fur-ther	frus-trate	pro-gress
gram-mar	in-struct-or	trou-ble
impor-tant	pitch-er	wo-man
In-dian	busi-ness	
mar-ket	colo-nel	

7. Some customary (American) divisions are not logical, but should be followed: fa-ther, moth-er, form-al, for-mer.

Note.—I am much indebted in this chapter to De Vinne's "Correct Composition" (composition=type-setting), Teall's "English Compound Words," Bigelow's "Handbook of Punctuation," and the style-books issued by the Norwood Press, Cambridge, Mass., and the University of Chicago Press.

CHAPTER IX

GRAMMATICAL CORRECTNESS.

§ 41. I. Some students will not need much of this chapter. On the other hand, many a boy goes through his grammar-studies without learning to be grammatical. The high school student needs drill on many topics of grammar, and the average college student usually has a few weak points. Again, it is nothing unusual for a well-educated man to retain some one fault quite unconsciously. I knew a college president who to his dying day was likely to say *aint* instead of *isn't*. Another highly educated friend says *without* when he means *unless*. A good many of us say *different than* when we mean *different from*.

To some successful men grammar seems unimportant anyhow. It is, relatively. So is a clean collar. A man may wear the cleanest of collars and yet not be able to sell goods. A man may speak as accurately as Lindley Murray and yet show wretched judgment in business. I recall a rich man's son who in college scorned to speak correctly or to write legibly. "I shall always be able to hire a stenographer," said he. He is. He is well up in a big business, and other people manage his English for him. People call him a rough diamond, and enjoy his bad grammar.

Oh, very well. If you have business genius and like to be called a rough diamond, go ahead. But a good many of us are not business geniuses, and we know that we must continually cash in our little virtues for what they are worth. Clean collars and good grammar are not the things that make a Napoleon of Wall street, but the absence of clean collars and good grammar arrests attention and divides the customer's interest, and in so far it is bad business. Not all business is done by rough diamonds for rough diamonds with rough diamonds.

The student will find little theory in this chapter. Its purpose is to present in compact form typical specimens of good

grammar. The examples are such as would be used in conversation. It is primarily a chapter on spoken English—such English as is used in conversation by educated persons.

II. *Government.*—

1. It's I. It's he. It's she. It's we. It's they.

2. Is it I whom you mean? Him who works hard I will pay well. He who works hard will be paid well.

3. Whom did you name? Who did you say it was? Whom do they think him to be? Who do they think he is? Whom shall we ask? Who do you think did it? Whom do you like best? Who shall I say called?

4. We stopped whoever came along. Ask whomever you want to.

5. She invited him and me. She invited my wife and me. Between you and me, I don't think so.

6. Let's go. Let's you and me go. [Not, let's us.]

7. John, Jim, Babs, and I went. [*I* is better here than *myself*]. They invited John, Jim, Babs, and myself.

8. Act like him [not, like he does].

9. Act as he does [not, like he does].

10. Whom are you looking for?

III. *Agreement.*—

1. Each of us is well. Neither of us is well. Either of these is good enough. Neither of these is good enough. Neither of them was there. Every one of them was present. Every one of them has gone.

2. Each girl had her own pencil. Each man had his. Let every one mind his [not, their] own business. If a person is sick, he [not, they] should see a doctor.

3. The squirrel is a wise creature. He stores away [not, they store away] nuts.

4. None of us is perfect. No one is perfect. None are so blind as they that won't see.

5. It's clear that the firm is increasing its plant.

6. The wages of sin is death. His wages have been advanced.

7. Mathematics is fascinating; so is physics; so is athletics.

8. Great pains have been taken. Much pains has been taken.

9. This means is [or, these means are] likely to produce the effect.

10. Oats are growing nicely. Oats make good feed. Oats is a good feed.

11. Ashes are given away here. Ashes make a good path. Ashes is a good material.

12. The presence of so many disturbing factors and unexpected complications makes [not, make] it hard to decide.

13. All sorts of considerations enter [not, enters] the problem.

14. His courage and skill make [not, makes] him invaluable.

15. Here are [not is] all sorts of goods.

16. Here's every sort [not, all sorts] of goods.

17. Here are lots [not, Here's] of goods.

18. Here's a lot of goods.

17. There were [not, was] Harry, Ben, and I.

18. There are lots [not, There's] of goods.

19. There's a lot of goods.

20. Marshall Field and Company are a big firm.

21. The Macmillan Company is doing business in England also.

22. The Macmillan Company is buying paper.

23. Marshall Field and Company are buying in Europe.

24. The crowd is big. The crowd is moving this way. They are all shouting.

25. This firm treats its employes well.

26. A number of men are trying for the place.

27. The number of men who are trying is large.

28. There's a number of men trying for the place.

29. The scissors are over there. There's a pair of them. I mean, there's one pair.

30. These goods are spoiled.

31. A cup and saucer is needed.

32. Bread and butter tastes good to a hungry man. [But see the exercise under § 28-2.]

33. Field's are selling drygoods. [But *Field's is selling* is logical also.]

34. The Macmillans are buying paper.

35. Where are [not, Where's] the goods I left here?

36. The manager with all his salesmen is off for a picnic.

37. The manager and all his salesmen are off for a picnic.

38. Neither he nor I am going.

39. Either I or you are going.

40. Either you are to blame, or I am. Either he is wrong or you are.

§ 42. *Verbal Nouns.*—

1. His going was unexpected. I was sorry for it. I didn't like it. I like him, but I don't like his going.

2. My going is settled. Do you approve of it? Do you approve of my going? I don't ask whether you approve of me; I ask whether you approve of the going that belongs to me.

3. The idea of his doing that! The idea of any one's doing that! The very notion of his doing that makes me ill.

4. What's the matter with my going? What's the matter with anybody's going?

Verbal Adjectives.—1. The misrelated participle:

Wrong	*Right*
Coming upstairs the window fell on him.	As he came up stairs, the window etc.
Being rainy, we stayed in.	As it was rainy, we stayed in.
Belonging to the club, his talk went.	Belonging to the club, he was believed. As he belonged to the club, his talk went.
Fearing trouble, it was decided to stop.	Fearing trouble, they decided to stop. They feared more trouble, and so they decided to stop.
Looking around, a crowd was seen.	Looking around, he saw a crowd. Looking around, one saw a crowd. To one looking around, a crowd was visible.
While fishing, a catfish was caught.	While fishing, he caught a catfish.
While fishing, a fish swallowed Mrs. Ryan's hook.	While Mrs. Ryan was fishing, a fish etc.
When purchasing goods, this ticket will be worth one glass of soda.	When you are purchasing goods, this ticket etc.
Coming up so early, the frost nipped them.	Coming up so early, they were nipped by the frost.
Wearing a helmet, I mistook him for a fireman.	Wearing a helmet, he was mistaken by me for a fireman.
When wanting them, the goods were missing.	When wanted, the goods were missing.
When talking with Jones, he said.	When I was talking with Jones, he said.

In conversation with Jones, he said.	When talking with Jones, I heard him say.
The letters are filed, putting them in the case.	In conversation with me, Jones said.
Next the cases are labeled, using numbers.	The letters are filed by being put in the case.
	Next the cases are labeled, numbers being used.
	Next the cases are labeled, by numbers.
Looking for the tags, they were soon found.	Looking for the tags, we soon found them.
	Being looked for, the tags were soon found.
Sitting on our porch, two meteors were seen.	Sitting on our porch, we saw two meteors.
	As we were sitting, we saw etc.
In talking with a manufacturer the other day, he told the writer that there were no special points about the line under consideration.	In talking with a manufacturer the other day, the writer was told that there were no special points about the line under consideration.
In glancing over your catalogue, the Pierce engine caught my eye.	In glancing over your catalogue, my eye was caught by the Pierce engine.
Balanced on one foot, the spring was made.	From a balance on one foot, the spring was made.

2. *Owing to* does not require a word to modify. The same is partly true of *considering* and *judging*.

Well Enough	*Better*
Considering everything, it seems best to stop.	Considering everything, I think it is best to stop.
Judging by appearances, he is all right.	Judging by appearances, I should say he was all right.

3. Don't say *due to* when you mean on *account of*. There is no uglier sentence than "Due to the drought, corn is rising." Corn is not due to the drought.

§ 43. *Tenses.*—

1. The most common tense-error is *will* for *shall* in such phrases as I shall be glad to, I shall be happy to, we shall be sorry to, we shall have to. You may study the complicated subject of *shall* and *will* for months, but if you continue to conclude your letters with we *will* be happy to hear from you, your labor is wasted. *We will* means one of two things: We are determined, or We are willing. How brilliant it seems, then, to declare that you are determined or willing to be happy to hear from your customer.

The following table, learned not by rote but by *heart*, will

be of the greatest practical value in the mastery of the whole subject of the future tense.

UNCONTRACTED PURE FUTURE, AFFIRMATIVE.

1. I shall be happy to hear
2. you will be happy to hear
3. he will be happy to hear
1. we shall be happy to hear
2. you will be happy to hear
3. they will be happy to hear

UNCONTRACTED PURE FUTURE, NEGATIVE.

1. I shall not be happy to hear
2. you will not be happy to hear
3. he will not be happy to hear
1. we shall not be happy to hear
2. you will not be happy to hear
3. they will not be happy to hear

CONTRACTED PURE FUTURE, AFFIRMATIVE.

1. I sh'll be happy to hear
2. you'll be happy to hear
3. he'll be happy to hear
1. we sh'll be happy to hear
2. you'll be happy to hear
3. they'll be happy to hear

CONTRACTED PURE FUTURE, NEGATIVE.

1. I sh'll not be happy to hear
2. you'll not be happy to hear
3. he'll not be happy to hear
1. we sh'll not be happy to hear
2. you'll not be happy to hear
3. they'll not be happy to hear

OR

1. I shan't be happy to hear
2. you won't be happy to hear
3. he won't be happy to hear
1. we shan't be happy to hear
2. you won't be happy to hear
3. they won't be happy to hear

2. The next most common error is to say *I shall* in response to a request or an invitation. Of late years teachers have been trying to break students of saying *I will* for every future situation. So the great mass of the new generation are sliding over to the *I shall* for all occasions—and that is equally bad.

A man invites a youth to dinner. "Will you come out to dinner?" The new generation answers "I shall." Apparently he was coming anyhow. It was fated. I shall some day surely die, but I shall come to your house for dinner first. No, no! *I will* is the proper answer. It is to be pronounced heartily or softly, with the right degree of familiarity or bashfulness or pleasure. It doesn't mean I WILL! or will die in the attempt. Chicago, that strong-minded lady, may roar her I WILL! But the breath of a maiden's soft *I will* is something quite different.

Note the following correct sentences:

Won't you close the door? I will, certainly.

Shall you answer his letter? I shall.

Should you like some candy? I should.

Shall I close the door? Yes, if you will.

I will put the room in order, if you like.

I will first answer this letter, and then, if you please, we will go.

We will change the subject.

Shall you be there? I shall.

Shall you take a wrap? No, I shan't.

Shall you recall your order? No, I shan't. Please do. No, I won't.

These examples, carefully studied and remembered, ought to cover the ground of the ordinary uses of *shall* and *will*. Note also the following examples of *should* and *would*.

1. He said he should go. He said he feared he should miss his train. [He said, "I fear I shall miss my train."]

3. (a) A general caution should be given about the use of tenses. Present is present, past is past, future is future. A logical writer keeps the tenses in their proper places. He doesn't use a present participle to indicate a time which extends far into the future. He doesn't say "Jones was born in 1860, dying in 1900." Jones can't be born in 1860 and at the same minute be dying in 1900. A careful writer will not use a past when he means a present-perfect, or a pluperfect when he means a present-perfect. Elaborate rules might be given here to prevent such errors, but it is likely that you will be able without such rules to correct the errors submitted in the exercises under this section. A little thought is perhaps better than studying a group of formal instructions concerning the so-called sequence of tenses.

(b) One of the commonest errors is to use the perfect infinitive instead of the present infinitive.

Wrong	*Right*
I wanted to have gone.	I wanted to go.
He expected to have come.	He expected to come.
It was too late to have started.	It was too late to start.

(c) In "I wanted to go" we call "to go" the present infinitive. But obviously it looks toward the future; it was future at the time when "I wanted." The case is even clearer in "I expected to go."

(d) In colloquial speech the words "I says" are too often heard for "I said."

§ 44. I. *Adverbs and Adjectives.*—

1. Let us go somewhere [not, some place]. My hat is somewhere [not, some place] around here. Look somewhere else [not, some place else].

2. She talked in a lovely fashion [not, talked lovely]. She looked lovely.

3. The fire feels good. I don't feel very well this morning. In fact I am feeling badly.

4. It was enough to make a man fight. I began to feel like a bad man. I felt wicked. I felt truly bad. It looks bad when a man begins to swear like that.

5. She looks sweet. See how sweetly she is looking at him.

6. The crops are looking fine. That sick fellow looks badly.

7. It sounds good to hear him again. It doesn't sound well to use bad language.

8. Did you sleep well [not, good]? The pie looks good. The room, so arranged, looks well.

9. The boat keeps nice and dry. It is looking nicely.

10. How are you feeling? Well. How are you doing? Nicely. Behave nicely.

11. That piece of goods looks awfully well on him. I'm awfully glad. [An adverb is needed here. *Awfully* is grammatical, but of course *extremely* would be more dignified.]

12. *I think not* means precisely the same as *I don't think so.* Use *I think not* sometimes for a change.

II. *Prepositions.*—

1. The manager walked before him and me.

2. The ax is hanging over both him and me.

3. They are talking about you and me.

4. For whom are you working? Whom are you looking for?

5. It was somewhere about [not, around] ten o'clock.

6. I was staying at home. Shall you stay at home? Shall you be at home? Are you going home?

7. Two besides me were standing beside him.

8. Divide an apple between two or among three.

9. He spoke between mouthfuls [not, between every mouthful].

10. These goods are better than those and different from them.

11. It was all very different *from what* we expected [not, than we expected].

12. Go into the house [not, in]. He went into the water and frolicked in it.

13. Off the car [not, off of]; off the books; off the pay roll; off the earth.

14. Jones, than whom there are few better clerks, needs a vacation.

15. None was more faithful than he. Few are so useful as he.

16. I don't doubt that it is so. There are few of these goods but what are sold.

§ 45. *Forms of Verbs.*—I trust that older students will not be offended if here I affix a list of the principal parts of certain English verbs.

Present	Past	Form after *have*, etc.
awake	awoke or awaked	awaked
begin	began	begun
blow	blew	blown
break	broke	broken
bring	brought	brought
burst	burst	burst
catch	caught	caught
come	came	come
do	did	done
drink	drank	drunk
eat	ate	eaten
flow	flowed	flowed
fly	flew	flown
freeze	froze	frozen
give	gave	given
go	went	gone
grow	grew	grown
know	knew	known
lay	laid	laid
lie (to recline)	lay	lain
ride	rode	ridden
ring	rang	rung
rise	rose	risen
run	ran	run
see	saw	seen
set	set	set
shake	shook	shaken
show	showed	shown
sing	sang	sung

sink	sank	sunk
sit	sat	sat
spring	sprang	sprung
steal	stole	stolen
swim	swam	swum
swing	swung	swung
take	took	taken
teach	taught	taught
throw	threw	thrown
wring	wrung	wrung
write	wrote	written

No college-trained or well-trained high-school graduate ever goes wrong in the use of any of these forms. But many a successful business man not so trained has had difficulty with such words as *lie* and *lay*. *Laid* for *lain* is the commonest error. The correct uses are such as follow:

The goods have lain there a long time. I had just lain down. I had lain asleep for some time. To have lain there so long means that the goods are spoiled.

I had laid myself down. There I lay. I lay there worn out. Don't touch that piece of machinery; let it lie. The launch lay beside the steamer. Lie down, Rover! That shipment lies heavy on my conscience.

Contractions of Verbs.—Certain contractions of verbs with pronouns or the word *not* are permitted in colloquial speech. *Isn't* is good spoken English for *is not*. *Don't* stands for *do not*, and may be used after *we, you,* and *they,* though careful speakers do not use it after *he.*

Just how far these contractions may be used in written work is a question of tone, or degree of dignity. In the present book certain of these contractions are freely employed. Each writer must take the responsibility for his own usage in this matter.

CHAPTER X.

EFFECTIVE SENTENCES.

§ 46. The divisions of this book are meant to be practical rather than theoretical. We are not to insist on too formal an arrangement, or pretend that our chapters are built like water-tight compartments. In fact, our whole theory is that the different subjects should be so closely interrelated that such separation is impossible. We take the whole net of business expression and draw it up part by part out of the water to examine now the meshes, now the threads, now the knots. But it is all one net.

So when we speak of effective sentences, we are in a way speaking of the whole net. To be perfectly effective, a sentence must be clear, interesting, grammatical, and functionally adjusted in the paragraph and the whole composition. Some of the matters treated in the present chapter are chiefly considerations of clearness, others chiefly of interest. Still others might have been included under grammatical correctness. Let us arrange them under five heads, namely: order of words; reference; unity; proportion; balance.

Order of Words.—

1. We have already seen (pages 34, 52) that the beginning and the end of a sentence are the most emphatic places, and that due consideration of this fact as we write or revise will remove the need for emphatic italics.

We have already seen (pages 31, 34) that the beginning of a sentence may be made to echo the end of the preceding, and so secure connection.

I might give you here a dozen examples of sentences which lack emphasis, but after all it would be hard to prove the lack. Everything depends on the function of the sentence in the paragraph. Detach the sentence, and how can you tell whether or not it begins and ends emphatically?

Still, here are a few in which the chances are that the italicized words should have come at the end. These sentences

do not seem to begin or end with words that deserve distinction. I am lifting them bodily (except to italicize) from Newcomer's "Elements of Rhetoric."

1. The music suggested *heavenly choirs* as it floated through the air.
2. It is needless to say that this young hero occupied for some time thereafter *the highest pinnacle of fame*, in our opinion at least.
3. Every advanced educator admits the necessity of permitting boys *as great freedom as possible* in this respect.
4. I think it is safe to say that more faces were turned toward the sun during those days of dread than were ever turned *toward Mecca* in the same length of time.

But certain paragraphs could be constructed in which these four sentences might stand as written. For example:

The music suggested heavenly choirs as it floated through the air. But when it ceased floating, we concluded it was merely the voices of some girls in the neighboring seminary.

2. The word *only* should stand before the word which it chiefly modifies. It often modifies more than one word, as in If only I knew where to find a good man. But ordinarily there is some one word which takes the chief qualification.

I thought I would only drop in, not stay.
Only they are truly happy who are contented.
We found that we had only three.
We found that we only *had* them; we haven't them now.
Only they who work may eat.
I only said that; I did not write it.
Only I said that; no one else did.
I said only that, and nothing else.
I want only one.
I only *want* one—there's no hope of my getting it.

3. The word *not* follows the same rule as *only*.

I went not to criticize but to appreciate.
I said not that it was false, but only that I thought it was.
Not all that glitters is gold.
All that glitters may be said to glitter. But you cannot in strictness say that all which glitters is "not gold," for gold glitters.
I wanted not all the goods, but a good part of them.

4. Do not split the infinitive unless it is absolutely necessary to do so for the sake of clearness. Say "Actually to find out," not "To actually find out."

5. Avoid such arrangement of words as may unintentionally produce a comic effect. Remember that the reader is to read in cold blood, and you will hardly be there to ejaculate, "But that isn't what I meant." You can't send a man along to explain

what you meant. You can't count on much sympathy from your audience. The spirit of mischief lurks in your reader. You may write ten times as well as he could, but—a cat may look at a king, and there is nobody that can prevent the cat from grinning if he wants to. Revision! That is your only safety. Go over your sentences as coldly as if they were your worst enemy's. Watch especially the fine passages, for there the imp of the ink-bottle particularly loves to trip us. There is not one of us but is likely to be comic when he most desires to be grave.

Obviously wrong.	*Obviously right.*
1. black ladies' suits	1. ladies' black suits
2. In the sentence following the writer says	2. In the following sentence the writer says
3. They went with the best wishes of their friends for a short journey	3. They went, with the best wishes of their friends, for a short journey.
4. Do not ship without further notice to Field's.	4. Do not ship to Field's without further notice to us.
5. This is in answer to yours of the third, which you may quote if you desire.	5. This is in answer to yours of the third; you may quote it if you desire.
6. We had a horse hitched on the wagon that had not been used lately.	6. We had, hitched on to the wagon, a horse that had not been used lately.
7. She wore a bracelet on her wrist that had a stone set in it.	7. She wore on her wrist a bracelet that had a stone set in it.
8. We have a janitor who has done good work for us of a curious appearance.	8. We have as a janitor a man of a curious appearance, but he has done good work for us.
9. I passed a man on the street that I knew.	9. I passed on the street a man that I knew.
10. He will give a lecture on Mormonism in our church.	10. He will give in our church a lecture on Mormonism.

6. Often the order of words is intelligible, but lacks ease and naturalness.

Intelligible	*But better*
1. A stenographer should be first of all accurate.	1. A stenographer should first of all be accurate.
2. He believes in first thinking, in then doing.	2. He believes in first thinking, then doing.
3. The word is used with the almost opposite meaning.	3. The word is used with almost the opposite meaning.
4. They at first simply quarreled.	4. They simply quarreled at first. At first they simply quarreled.
5. He as a rule does his own buying.	5. As a rule he does his own buying.
6. He won out, when he all of a sudden quit.	6. He won out, when all of a sudden he quit.

7. There are in this place no fewer than six.

8. I soon was thinking myself lucky.

9. The fun had just really begun.

10. These cloths are as good as if not better than the others.

11. These goods are different from and better than the others.

7. There are no fewer than six in this place.

In this place there are no fewer than six.

8. I was soon thinking myself lucky.

Soon I was thinking myself lucky.

9. The fun had really just begun.

10. These cloths are as good as the others, if not better.

11. These goods are different from the others, and better.

§ 47. *Reference.*—

1. If you scan the examples under § 46, you will see that relative clauses are responsible for many of the absurd suggestions. It is not clear which person or thing the clause refers to. The reference is vague. The clause is not near enough to its owner.

2. Sometimes bad reference is due not to the position of the reference word, but to carelessness in the choice of it. Note the following choice examples, which have been clipped recently from "B. L. T.'s" Line o'Type column, in the Chicago Tribune. B. L. T. is not the offender; he clipped them from other papers.

1. The city police have issued another order that dogs are not to be permitted in the city parks. Sunday several that were in the park were told of the new order.

2. While the animal was leaping the benches, a call was sent in for an ambulance. Within five minutes several hundred had collected.

3. His hand closed tightly on the coin, and without a word walked airily down the street.

4. Two of his best paintings are portraits of Miss Annie Douglas Graham and the late Willis D. James. The latter was executed for the New York Chamber of Commerce.

5. The people who witnessed the scene were sure that a collision would take place and that the horse would be ground to pieces, but as the engine neared the animal it jumped from one track to another, running to the bend near the Keene Canning factory, where it was stopped.

It is clear that the word *several* does not always mean several persons; it is not a safe reference word in that sense. Nor does *hundred* always mean a hundred people. And *former* and *latter* are dangerous edge-tools to play with. And *it*—well, you can't expect a reader to be hunting all through a paragraph to find out what *it* means.

3. There is a fault called implied reference. In this the writer puts down an *it* or a *they* or a *which* or a *this* without

supplying a word for *it* etc. to refer to. The thing referred to is in the writer's mind, but it has not found its way down the arm to the paper.

Wrong	*Right*
1. The door-bell rang. I opened it.	1. The door-bell rang; I opened the door.
2. Such a house is fine. They are cool.	2. Such houses are fine. They are cool.
3. Each girl looked well. They carried flowers.	3. Each girl looked well. Each carried flowers.
4. At that hotel it was poor.	4. At that hotel the accommodations were poor.
5. We started home, and reached it at six.	5. We started home, and reached home at six.
6. He was two-sided, and could show either one.	6. He was two-sided, and could show either side.
7. He is far-sighted, but he hasn't it in both eyes.	7. He is far-sighted, but he hasn't far sight in both eyes.
8. Burke attributed the American love of liberty to their English descent.	8. Burke attributed the Americans' love of liberty to their English descent.
9. Your parents may be tuberculous, but you can't actually inherit it.	9. Your parents may be tuberculous, but you can't actually inherit tuberculosis.
10. Passengers are warned not to get off trains while in motion.	10. Passengers are warned not to get off trains when the trains are in motion.
11. He was born in 1876, making him forty now.	11. He was born in 1876, and is consequently forty now.
12. When sold, no more can be had.	12. When sold, these will exhaust the stock.

§ 48. *Unity.*—

1. Much is often made of unity of thought in the sentence, but if the writer has mastered the theory of the paragraph he will have small difficulty in this matter. Wilful divergence from the thought is not common in adult writers. We do not need to be told to avoid such sentences as "It is a fine morning, and the moon is made of green cheese." In fact, few third-year high school students make serious errors in point of unity of thought in the sentence.

2. But unity of form needs study. Try to carry the sentence through without unnecessary change of subject or voice or tense. The following sentence is clear enough, but its structure is topsy-turvey: "Wasn't it Dr. Johnson that Boswell used to copy down everything he said?"

Intelligible	*Better*
1. He called to me to watch out, there is trouble brewing.	1. He called to me to watch out, as there was trouble brewing.
2. I bought those goods and they were sold by me.	2. I bought those goods and I sold them.
3. The manager, suspecting something, and in order to prevent concealment, ordered us all in.	3. The manager, suspecting something, and wishing to prevent concealment, ordered us all in.
4. It is used as an office building, with stores on the first floor, and has a theatre on top.	4. It is used as an office building, though it has stores on the first floor and a theatre on top.
5. He has good qualifications—honesty, fidelity, courtesy and of pleasing personal appearance.	5. He has good qualifications—honesty, fidelity, courtesy, and a pleasing personal appearance.

§ 49. *Proportion.*—Three general directions cover the essentials of a well-proportioned sentence.

1. Put your main thought as the main proposition. Do not carelessly relegate it to a subordinate clause, much less to a mere phrase.

2. Do not attach clauses or phrases to each other like needles suspended in a series from a magnet. Avoid the "This is the cat that caught the rat that ate the malt that lay in the house that Jack built" construction.

3. If you have two reasons to give for your main statement, put them together. They may precede or follow, but don't treat the main statement like a slice of meat in a sandwich.

Wrong	*Right*
1. It is warm weather and these fruits are perishable and we have no ice, it being necessary to sell them *now*.	1. As it is warm weather, and these fruits are perishable, and we have no ice, it is necessary to sell them *now*.
2. These are the goods that came out of that car which stood on the track where the engine that I told you about left them.	2. These are the goods that came out of that car which stood on the track. The engine that I told you about left them there.
3. This is Mr. Jones of the company of Burrows Brothers of Cleveland with the samples of the goods of the kind we spoke of.	3. This is Mr. Jones, of Burrows Brothers, Cleveland. He has the samples that we spoke of.

§ 50. *Balance.*—

1. Every one who has studied bookkeeping will find it easy to appreciate the word balance as it applies to a sentence. Here is a typical balanced sentence:

> The Lord knoweth the way of the righteous; but the way of the ungodly shall perish.

What makes that so good from a literary point of view is that

the two halves of the sentence have just enough difference in form. Way is balanced with way, and the two thoughts are balanced; but the sentence does not read,

The Lord knoweth the way of the righteous, but the Lord knoweth not the way of the unrighteous.

That is too balanced, too formal. It is like two pages of a ledger where not only do the footings tally, but there are exactly the same number of lines all of the same length. A good bookkeeper rather enjoys drawing that oblique line which indicates that a short page balances with a long one.

So the door is open to skill in the making of balanced sentences. Nothing is more effective than such sentences properly done, for they have a way of flashing alternatives before the reader.

2. Unless the words *both—and* are carefully placed, the logical balance of phrases will be imperfect.

Wrong	*Right*
1. These goods are fine, both as to price and quality.	1. These goods are fine both as to price and as to quality. These goods are both fine as to price and fine as to quality. Both these goods are fine as to price and quality. Both these goods are fine as to price and as to quality.

3. A wrong position of *not only—but also* upsets the balance of phrases or clauses.

Wrong	*Right*
1. He not only took the goods but also the bill.	1. Not only did he take the goods but also he took the bill. He took not only the goods but also the bill.
2. His credit is not only good, but he usually pays cash.	2. Not only is his credit good, but it is rarely used. Not only is his credit good, but he usually pays cash. His credit is not only good but rarely used.

4. Unity of form in the sentence prevents many of the minor errors in balance. The sentence, "Let us learn to do without luxuries and that we are better off without them" lacks unity

of form. The writer did not try to keep one structure throughout. He should have written "Let us learn to do without luxuries and to know that we are better off without them."

5. *Either—or, neither—nor* should connect similar expressions, that is, words with words, phrases with phrases, and not words with phrases. We may go a step further and say nouns with nouns, verbs with verbs.

He ate neither fish, flesh, nor fowl.
He neither ate fish nor allowed his son to do so.
I see either great success or great failure coming.
I either see great success coming, or I am blind.
He will neither go nor send.
He neither will go nor will he send.
He hopes either to win or to fail honorably.
Either he will win or his brother will.
Either he hopes to win or I am no judge of him.

6. *Not—either* is the same as *neither*, but it correlates with *or*.

He will not either go or send.
He would not eat either fish, flesh, or fowl.
I do not see either great success or great failure coming.

CHAPTER XI

THE HISTORY OF BUSINESS WORDS.

§ 51. The study of the history of business words is not very practical, in the immediate sense of the word. Take the word "business" itself. We all know what it means to-day, and it is chiefly a matter of curiosity to reflect that it comes from the word "busy," whereas the word "school" (from the Greek word σχολή) originally meant "leisure." To be sure, a seller of tobacco might find it of practical value to tell some customer—some customer of a bookish turn of mind—that "latakia" is the same word as "Laodicea," the goods taking their name from a famous shipping port which happens to be mentioned rather emphatically in the Bible (Rev. 3:16).

But in general a knowledge of the history of such words does not bring immediate cash returns or advance us in our strenuous ambitions. If anything, it tends rather toward mental recreation. It gives us a wider outlook upon the past. It puts a touch of romance upon terms which we have to use so constantly that they grow humdrum. It makes us not more successful but more intelligent. It shows us how vast were the movements of history which brought about our present business condition. If it does this, it sends us back to work in a fresher state of mind, and so perhaps in the long run it proves worth while. The operative who knows something of the history of the machine that he tends is a better workman than the dull slave who goes through the motions not knowing why. And the business man who has acquired a dictionary habit is a better and bigger man for so doing.

There are certainly more than a quarter of a million words in English, perhaps nearly half a million, and the language is daily receiving new accessions from the sciences. Various great movements of history have contributed to make our language the richest in the world.

§ 52. The British Isles were originally inhabited by the

Celts. These people were driven back from England proper into the mountains of Scotland and Wales, and across the Irish channel into Ireland. The first invaders were the Romans under Julius Caesar, and they remained in England for five hundred years. The Roman walled-camps became the nuclei of the great English cities. The word for camp was *castra,* and it survives in "Chester," "Lancaster," "Manchester," etc. A Roman settlement was a *colonia,* or colony. In such a word as "Lincoln" you can see an old Celtic word plus this Roman word. *Lin* is Celtic for pool, so that "Lincoln" means pool-settlement, which is about the equivalent of such a word as Brookville.

Some of our business words are inherited from the Celts or their Irish, Welsh, or Scotch descendants. *Bargain* and *whiskey* are such words. *Whiskey* is Celtic *uisgebeatha,* Scotch *usquebaugh,* and means "water of life," like the French *eau de vie.* The goddess of history is a sarcastic creature. She actually means water of death, *eau de mort,* but she keeps the gay old Celtic word.

The word "Welsh" means "strangers," and there is another piece of irony. In the fifth century the Angles and Saxons crossed over to England from Northern Germany, and proceeded to complete the conquest of the Celts. It was they who, after driving the Welsh away from their original haunts, had the assurance to call them strangers.

The language brought over by the Teutonic invaders is called Anglo-Saxon. It was a rough low-German tongue ("low" refers to the lowlands), and was even more fully inflected than German or Dutch is to-day. Through various influences the inflections have almost entirely dropped off. We change *man* to *men* to show the plural, but we do not add syllables to *man* to show different relations in the singular. We say instead, *of a man, to a man, for a man, etc.* Business English should be glad of this gradual simplification of words. Speaking of *glad,* our ancestors used nine forms of that adjective: glad, gladu, glades, gladre, gladum, gladne, glade, glada, gladra. Father was *glad,* and mother was *gladu,* and the whole family were *glade.* Nowadays we are all merely glad.

Anglo-Saxon became in time the language of the island, and as such it has furnished us with our simplest and strongest

words. Our home associations cluster around these plain old words, such as *father, mother, friends.* Such Anglo-Saxon terms as *joy, sorrow, love, hate,* express our strongest feelings, and we do not know how to dissociate the feeling from the name. Others express our elementary acts—*eat, drink, hunger, starve, stand, sit, walk, run, live, die.* They are the first words that we learn in childhood, and the last that we forget in old age.

Therefore the use of Anglo-Saxon words is inevitably forcible, as we have seen in our second chapter. They are full of strong associations. A word like "motherly" is more powerful than a word like "maternal." "Bruise" *means* more than "contusion," though it *denotes* the same thing. As boys we knew by painful experience what bruises were long before we knew what contusions were.

Such facts are not without practical bearing on business English. In business we get better results with Saxon words than with Latin words, provided that the Saxon words are really to be had for the given situation. We have no Saxon word for *automobile,* because our forefathers did not have the thing itself. But even here the instinct for old English words shows itself. In slang the automobile appears as the "buzz-wagon," and there is a growing tendency in dignified speech to refer to it as merely the "car." Of this matter and similar ones we shall have occasion to speak again in later chapters.

Our numerals, up to a million, have Saxon names. Our way of writing them in figures is of Arabic origin. The system of Arabic numerals is of tremendous importance to business. Try to multiply by Roman numerals, and you will quickly see how vast is the debt of modern business to the Saracen invaders whom Charles Martel drove back from Europe.

There was a successful Scandinavian invasion of England in the ninth century, but it did not leave a deep impression upon the language. The Norse word *by,* meaning a town, remains in such local names as *Whitby,* and we have certain Norse nautical terms, like *crew, harbor, hawser.*

§ 53. It was the Norman conquest, 1066, which wrought the greatest change in English. This brought the French language into the English court, whence it gradually spread among the people. Thus thousands of words originally of Latin origin be-

came domesticated in England. The structure of the language remained Saxon, the vocabulary became half French. But in most cases the new words did not displace the older. They lived alongside of them and acquired slightly different meanings. The Saxon *calf* was kept for the live animal, the French *veal* named it in the form of food. The invasion thus hastened the specialization of meaning. Specialization of meaning is always going on, as one can see in such a word as *mare*. This once meant any horse, male or female, but has now come to name the female only. But the Conquest by one stroke furnished countless synonyms which might thus be differentiated and specialized. In our day we are rarely conscious of any foreign flavor in those adopted French terms. "Travel" does not seem a foreign word, though it was originally the French for "work." A commercial traveler to-day may feel that travel does mean work, but it does not occur to him that our home-loving ancestors discovered that before him, and ironically set aside the French term to perpetuate the fact.

Our borrowings from the Latin through the French are enormous, but they are hardly greater than our direct borrowings from the Latin. All through the Middle Ages the monks were taking over Latin words into English; so were the lawyers and statesmen, for Latin was the language of law and diplomacy; and with the Revival of Learning in the fifteenth century the scholars continued the process. To this day we continue to receive new words from this source, and also from Greek. Greek is used in the formation of new scientific terms, and in 1909 we find the eminent electrical engineer, Steinmetz, recommending young engineers to study Greek if for no other reason than this.

The Revival of Learning merged in what we call the Renaissance, a general quickening of European interest in everything human. The Renaissance gave us Italian painting and sculpture; it gave us Shakspere; and it gave us the great imaginative explorers, like Ralegh and Drake. The merchants followed the explorers, and laid the foundations of England's greatness as a foreign trader. Her ships went everywhere, and brought back not merely foreign goods but foreign names for them. The mention of Sir Walter Ralegh recalls the word *tobacco*, which he introduced from America. From China the traders brought such

words as *tea* and *silk;* from India, *sugar* and *calico;* from Persia, *orange, lemon, awning, shawl;* from Arabia, *alcohol, alkali, coffee, cotton, magazine, nabob, sofa, syrup;* from Malayan ports, *sago, rattan, gong;* from Mexico, *chocolate* and *tomato;* from South America, *alpaca* and *tapioca;* from the West Indies, *potato, canoe,* etc. Such words have become completely domesticated, and we trouble ourselves little about their origin.

§ 54. Let us draw up a list of fifty or sixty common business words and note their original meaning as compared with their present signification.

Abstract. A summary or epitome, as of a book or of a statement. Latin *abstractus,* from *abstrahere,* to draw from. An abstract draws from the larger whole the essential facts.

Advertise. To give public notice of. French *avertir,* from Latin *advertere,* to turn to. Here the thought is that of turning public attention to the thing advertised.

Album. This word is transferred bodily from the Latin. It means "a white thing," and in ancient Rome signified a white tablet on which edicts and lists were posted.

Alias. This word is also transferred bodily from the Latin, and means "otherwise." Smith, *alias* Brown=Smith, *otherwise* Brown.

Auction. A public sale of property to the highest bidder, where successive increased bids are usually made. It is from Latin *augere,* to increase; a sale by successive increase of price.

Bankrupt. A trader who becomes unable to pay his debts. This is Italian. Bankruptcy was *banca rotta,* or the condition of being with one's money-bench broken. At Florence, it is said, the bench (or bank) of a bankrupt was broken officially. When in slang it is said that "the bank is busted" we have a literal vulgar translation of bankruptcy.

Bill. An account of goods sold. This is the commonest meaning, though in bill of exchange, bill of entry, etc., we have many other meanings. This is from Late Latin *billa,* from Latin *bulla,* which meant anything rounded. Bills were originally rolled up. Compare the word "billet," which may mean a piece of round wood or a little note. Compare also the phrase "Papal bull," a document written by the Pope and sealed with a *bulla,* or round seal.

BLACKMAIL. Payment of money exacted by intimidation. *Mail* is an old word for rent or tribute. Our ancestors expressed their opinion of forced tribute by calling it black.

BONA FIDE. This is a Latin adverbial phrase and means "in good faith." Thus we may say, "He acted bona fide." Also we use the phrase as an adjective. A bona fide holder of negotiable paper is one who before maturity of the paper acquired his title in the ordinary course of business without notice of any defect in the title.

BONUS. Something given in addition to what is strictly due. It is pure Latin, and means "a good thing"; or rather it is impure Latin, for the strictly correct form would be *bonum*. Slang, you see, may lurk even in Latin.

BOYCOTT. To combine against, to withhold business intercourse from. This word (in 1910) is only thirty years old. It is from Captain Boycott, a land agent of Mayo, Ireland, who was boycotted by the Irish in 1880.

BRUMMAGEM. Cheap jewelry. The word is a corruption of *Birmingham*. Birmingham has produced so much in the way of cheap jewelry, gilt toys, etc., that in England *brummagem* is almost a synonym for counterfeit.

BUNCO. To cheat. This word is no other than the respectable word *bank*. We get it through the Spanish, where *banco* is the name given to a certain game of cards. BUNK means worthless or deceptive talk. It hits some advertisements.

BUNCOMBE, BUNKUM. Speechmaking to gain popular applause; a line of talk which is mere talk. Old Felix Walker, in the sixteenth congress, represented the district of Buncombe, in North Carolina. The house was seriously trying to get a vote on the famous "Missouri question," when Mr. Walker rose and proceeded to make a long irrelevant speech, declaring that he was expected by his constituents "to make a speech for Buncombe."

CALICO. Cotton cloth, especially cheap cotton cloth printed with a figured pattern. Cotton cloth was originally called Calicut cloth, from Calicut, India, whence it was first exported.

CAMBRIC. A fine, white fabric made of flax or linen. This is from the French town *Cambrai* (Flemish *Kamerik*).

CAMERA. Every photographic camera has a little room, or

chamber. In Italy to-day the first thing you ask for at a hotel is a room—*una camera.* A "comrade" is a room-mate, or *camerade.*

CANCEL. To cross and deface, as the lines of a writing; to make void. This word has a long history through French and Latin back to Greek, where it starts with the meaning of a *lattice.* The lattice-work of an ancient Greek gate is still to be seen in the crossed lines cut into a canceled check.

CANDIDATE. One who offers himself, or is put forward by others, as a suitable person for an office or an honor. The word is from Latin *candidus,* white, because in old Rome candidates were expected to appear in white togas. Our word *candid* means open, honest, sincere. The old sense is conveyed in our slang, as when we say, "He is square and white." And we still have a preference for candidates who have shown themselves white in business, no matter what color of clothes they wear.

CAPITAL. The amount of property owned by an individual or a corporation at a specified time, or the amount of such property which is used for business purposes. It is a long way back from this meaning to the origin of the word in Latin *caput,* the head. But the word shows that from early times the head has been considered the most important part of the body. The "capitalist" is still looked upon as "the brains" of the economic system, and capital goods are regarded as the chief power in that system.

CASH. Latin *capsa,* French *caisse*=case or box for money.

CASHMERE. A rich stuff for shawls, etc. A dress fabric of fine wool, or of fine wool and cotton. The original material was wool of *Kashmir,* in Northern India.

CASUALTY. A mishap; a serious accident. This comes to us through early French from the Latin *casualitas,* and that from *cadere,* to fall. Accidents seemed to the early mind to fall, as it were out of a clear sky; they dropped like thunderbolts, or as a man drops when he is accidentally struck or accidentally steps into a hole. We still say, "A sad accident *befell* me." And our slang holds the same figure, when we say of a man, "He fell down on that deal."

CATTLE. Live animals held as property. See CHATTEL.

CHATTEL. Any item of movable or immovable property ex-

cept real estate or the freehold. *Cattle* and *chattel* are simply old French forms of Latin *capitale,* our word *capital.* There was a time when cattle were capital par excellence. Property in that form could be moved and invested more readily than in any other form save cash.

CHEAT. To deceive or defraud. The word is probably a shortened form of *escheat,* and originally had an honest meaning. *Escheat* is Old French *eschoir,* from Latin *excadere,* to fall to the lot of. In English feudal law, escheat was the falling back of lands to the lord of the fee on the failure of heirs capable of holding under the original grant. Hence in later days it meant the lapsing or reversion of lands to the crown or the state. In procuring escheats fraud was easily practised, and so the bad sense of the word developed.

CLERK. One appointed to keep records or accounts, or conduct correspondence, without administrative authority. The word is the same in origin as *clerical.* It came to us from the Greek, through Latin and French. In the Middle Ages only priestly persons had enough education to perform clerical services.

COLLATERAL. Pertaining to an obligation or security attached to another to secure its performance. Hence often used as a noun, meaning collateral securities. This is Latin *collateralis,* from *con,* together, and *lateralis,* lateral or side by side with.

COMPETITION. Act of seeking to gain what another is at the same time attempting to gain; the effort of two or more parties, acting independently, to secure the custom of a third party. This is Latin *competitio,* from *con* and *petere,* to seek together. There is nothing in the original words to prevent this "seeking together" from being co-operation; but *competition* has been specialized into the very opposite of *co-operation.*

CONSIDER. To view or contemplate with fixed thought. The word is probably astrological in its origin, from *con* and *sidera.* The *sidera* were the constellations, which the Romans seriously studied to divine the fated outcome of events. The word *contemplate* is of similar origin, from Latin *templum,* a section of the sky marked out by the augur for study.

CORPORATION. A group of persons or objects treated by the law as an individual or unity having rights or liabilities, or both,

distinct from those of the persons or objects constituting it. This is Latin *corporatio,* from *corpus,* body. It is sometimes sarcastically said that corporations have no souls. The logical inference is clear: *if* a given body has no soul, it is dead, and should be buried.

Credit. The other day I heard a man say of an old customer, "I feel sure that B— will never sacrifice his credit. That is a part of my creed."

Unconsciously he had used two words from the same root. *Credit* and *creed* are both from Latin *credere,* to believe. In business, credit is trust given, or it is such a reputation as entitles a man to be trusted. To give credit is to show belief in a man. I fancy that the credit man uses the phrase *I believe* many times a day, almost as if he were saying a creed. *I believe that you are good for this amount. I believe that we can't give him any more time*—such are the beliefs of the credit man.

We have a considerable number of allied words: *creditor, creditable, discreditable, credible, incredible, credulous, incredulous, credulity, incredulity, credence, credentials.* The thought of believing runs through them all, taking on different shades of meaning in different situations: *Creditor,* one who has believed you, trusted you; *creditable,* fitted to produce belief; *credible,* fitted to be believed, believable; *credulous,* too ready to believe; *credentials,* papers that secure belief.

Currency. That which is in circulation as a medium of exchange. Latin *currentia,* a current, from Latin *currere,* to run. Here is a good illustration of the "anthropomorphic" nature of language. Animals run, and men treat rivers as if they were animals. *Currere* gives us many other words, none more striking than *occur,* which means to run up against. A single sentence may hold many specializations of one root; for example: "It *occurs* to me that our party will *incur* popular disapproval if the *current* of the *currency* is checked and a panic should *occur.*"

Damask. 1. Linen so woven that a pattern is made by the different directions of the thread. 2. A deep rose color. Both of these meanings are derived from the city of Damascus, the home of linen-weaving and of the Damascus rose.

Dollar. The name of the coin is from German *thaler,* from

thal, a valley. The first dollars were coined in St. Joachim valley, Bohemia, about the year 1518.

EMOLUMENT. Profit from office, employment, or labor. Latin *emolumentum,* which means both profit and exertion, as if the two things were synonymous. The word goes still farther back, either to *emolere,* to grind—in which case it fits our modern slang—or to *emoliri,* to set one's self in motion, which is a dignified way of saying, Get a move on.

FINANCE. The management of money or of monetary affairs, especially those involving large sums. The root of this word is Latin *finis,* the end, and the great point of it is that payment is the proper end of a financial operation. Once more the goddess of history indulges in an ironical smile, for the larger our financial operations the more danger that the due end will not be reached. But surely there is a sufficiently practical ideal in the word for financiers.

FISCAL. Pertaining to financial matters, and especially to the public treasury or revenue. This is from Latin *fiscus,* a basket. Baskets were used by the Romans for holding money.

FOCUS. A point at which rays meet after being reflected or refracted. Not a business term? There is no scientific term which business will not use if it finds it profitable. A sales manager tells his men to focus their efforts on such and such a territory or such and such a line of goods. The word is Latin, and means a hearth. At the hearth all the family meet. Have you never sat with a group all of whom were focusing their vision reflectively on the open fire?

FORTUNE. Once more we have ages of irony concentrated in a word. A fortune is a vast sum of money got together by good fortune—*fortuna.* There is always an element of chance both in acquiring and in keeping a fortune. Warner's novel "That Fortune" is a good commentary on the word.

GENEROUS. Liberal; open-handed. This comes through French from Latin *generosus,* which originally meant of noble birth. Generosity is the mark of breeding. In old families money is spent more freely than in new families—though the second generation in America can compete in a certain kind of liberality, not exactly the best, with the oldest stock of Europe.

GRATIS. For nothing; without recompense. But the Latin

word, *gratiis,* is more courteous. It means, for thanks only. *Grazie* is still the word used in Italy for Thank you.

GROCER. A dealer in tea, sugar, spices, and other foodstuffs. Today we usually think of a retailer when we hear this word; we often think of him—with pain—as the retailer par excellence. But the word originally meant a wholesaler, one who sells by the *gross.* Times have changed.

GUARANTEE. See warranty.

GUINEA. The coin was first struck out of gold from Guinea, where slaves and gold were bought.

HERMETICALLY SEALED. Made perfectly air-tight by fusion. The word goes back to the famous Egyptian alchemist, Hermes Trismegistus, whose teachings were the very depth of secrecy. A hermetic seal is—so to speak—a secret masonic seal. But a Mason jar—well, that is something else; and it isn't by any means hermetically sealed.

INDENTURE. A mutual agreement in writing. Indentures were executed in duplicate, the parts being *indented* by a notched cut or line to make them correspond. *Indented* is from Latin through French, and means bitten into. The *dent* is from the Latin (and indeed the Greek) word for tooth, and survives in *dentistry.*

INTEREST. A right or share in a thing. The price or rate of premium per unit of time that is paid by a borrower for the use of what he borrows. This is from Latin through French, and goes back to *interesse,* to be between. To be between is to make a difference, to be of importance. No word has a subtler bearing upon psychology or upon business. That interests us which makes a difference to us. A salesman cannot interest a buyer unless he can show that his goods or his terms make an advantageous difference to the buyer. Interest on money certainly makes all the difference with the lender. He has no interest in lending to a stranger without interest.

ITEM. This word is simply the Latin for *also,* and was a convenient word for beginning each article in a list. It goes back to the adjective *is, id*—a demonstrative word meaning *he, that.*

LIEN. A legal claim. A charge upon real or personal property for the satisfaction of some debt or duty. On the face of it

this word does not suggest *ligament,* a tough band of tissue connecting bones. But it is only a worn-down French form of the same Latin word, *ligamen.* A lien often proves a sufficiently tough band of tissue holding a man to his obligations.

MINT. A place where money is coined. This is the same word as MONEY. Both come from *Moneta.* In ancient Rome the temple of Juno Moneta was the place of coinage. *Moneta* means the Warner, and is akin to our word *mind.* It is extremely odd that our words *mind, mint, money,* and *admonition* should all come from the same root, although almost by accident. There were doubtless other temples than that of Juno Moneta where money could have been coined and kept. But Juno's temple (as may be seen today) stood on a cliff and was not easily accessible.

PECUNIARY. Relating to money. *Pecunia* was from *pecus,* cattle, for the ancient Romans found property in cattle their best capital. See how all these words are psychologically bound up together—*cattle, chattel, capital, per capita, head of cattle, pecuniary.* Even the word *peculiar* comes in here. *Peculium* was private property in cattle. No wonder that some private transactions are still called peculiar. The more private they are, the more likely they are to be peculiar.

POUND. The earliest moneys were weights, and pound is from *pondero,* to weigh. So is *ponder,* which means to weigh mentally.

POSSE. A company or force, as of sheriffs. This is short for Latin *posse comitatus,* a body with power; the word *posse* meaning to be able. Sometimes a posse is able; sometimes it isn't.

PREMIUM. A reward or recompense. A prize. A bonus. Consideration paid for a contract of insurance. A sum in advance of the nominal or par value. It is Latin *praemium,* from *prae* and *emere,* to take or buy before. It meant what one has got before or better than others. Well, somebody still gets the premium before anybody else, but it is not always the person who expected it.

REDEEM. To repurchase, recover, or regain. The root is the same as that of premium. It is *emere,* to buy.

SALARY. The recompense paid, or stipulated to be paid, to a person at regular intervals for services. The root is the same as

that of *salt.* The *salarium,* or salt money, was a part of the Roman soldier's pay. It used to be thought that "emoluments" were payments in *mola,* meal; but that derivation is now given up. See *emolument,* above. We still have the phrase "to be worth one's salt," and some salaries nowadays are about right for salt-money or pin-money.

Stock. 1. Cattle. 2. Goods kept for sale. 3. The capital of a company or corporation in the form of transferable shares. All of these senses go back through more or less complicated histories to Anglo-Saxon *stocc,* which meant a stick or trunk of a tree. In the case of cattle the derivation is easy; a given breed is like a tree of which the individuals are branches, and which goes on reproducing itself. The breed is permanent. So too is the stock of goods kept on hand. I am not sure but capital stock goes back through British national finance to the tally stick or stock on which accounts were originally kept. Loans to the Government were called stock.

Viz. This abbreviation is for Latin *videlicet,* shortened from *videre licet,* meaning it is permitted to see, or you see. Now we translate it *to wit.* The syllable *viz.* is not pronounced. It is so written, but it is read *to wit.*

Warranty, Guaranty, Guarantee. These are all the same word. The original is Old High German *wehren,* to grant or warrant. The *g* of *guaranty* is from the Norman form of the word. The distinctions between warranty and guaranty are legal, and are not without complexity. But it is sometimes said by manufacturers that to warrant goods is a stronger term than to guarantee them. It is not so perhaps in the law courts, when it can be shown that the word guarantee was used to give the impression of a warrant. But in speaking to customers retailers have been known to take refuge in the statement, "I did not warrant the goods, I only guaranteed." It is a contemptible excuse, and no dealer who uses it deserves patronage.

These fifty or sixty words make a list which might be indefinitely prolonged to show the romance and psychology and history which lie forgotten in our business terms.

§ 55. Trademarks are often Latin or Greek terms. Familiar examples are: Eureka (Gr., "I have found it"); Regina (Lat., queen); Melo-ton (Gr., sweet sound); Optimus (Lat., the best);

Sozodont (Gr., tooth-saving); Luxfer (Lat., light-bearing); Bromose (Gr., full of nourishment); Sapolio (Lat., oily soap—a curious name for the goods).

Such words as Autoharp and Flexibone and Anti-fat are hybrids. They are not good Greek or good Latin or good English. To become good English, a trademark name ought to be compounded as scientific terms are compounded, all the parts being from the same language. We have no way of preventing the coinage of such monstrosities as Autoharp. No teacher of Greek would buy such a thing, but the trade of teachers of Greek is not an item that manufacturers particularly strive for. But any teacher of Greek, out of sheer love for the purity of the English language, would help a manufacturer to get up a good trademark name.

More use should be made of Anglo-Saxon roots in the invention of distinctive names. And it isn't necessary to deform the spelling in order to do it. I suppose that the inventor of the phrase "Keen Kutter" thinks the second K extremely effective. It arrests attention, but the very look of that K is blunt. It lacks the sharp edge which long association has given to the word Cutter.

The Trademark Act of 1905 deserves study on the part of manufacturers. It has many important provisions, one being that geographical names are not admissible. Even the word "Orient" has been ruled out.

CHAPTER XII.

TONE, OR DEGREES OF DIGNITY.

§ 56. If you look through a few pages of any good unabridged dictionary, you will note that certain uses of words are described as Colloquial; others as Cant; others as Vulgar.

Colloquial means used in ordinary spoken English, but not adapted for written English. It is from Latin *colloquor,* to speak together.

Cant meant originally the secret jargon of thieves, gypsies, and tramps, and thence means the special jargon of any trade or profession. The name is probably from the French *chant,* referring to the whining or singing tone used by beggars.

Vulgar means pertaining to the crowd. It includes the obscene, but is a wider term.

Such a phrase as "folks" for "family" is colloquial. "Long green," for money, is cant. "Boodle" is vulgar. "Graft" was originally cant, but is now colloquial in America.

These distinctions are by no means fixed and exact; they are constantly changing, so that what is literary English today may become vulgar tomorrow, and vice versa. But it is obvious that they are all differences in degree of dignity. We may call them, for the sake of brevity, differences of Tone.

At the top is literary English; at the bottom vulgar English. And there are differences of Tone even within these classes. The language of prayer is more dignified than that of sermons; the language of diplomatic international notes is more dignified than that of literary correspondence; the language of historical essays is more dignified than that of humorous or light essays. As for vulgar English, even that has grades of vulgarity. At the bottom is a group of words so gross that they are never printed, and are never spoken by self-respecting men. Above that are various shades of slang which vary from month to month.

§ 57. It is quite clear that business English cannot always be

literary English. Business affects all classes and conditions of men. Sales cannot be made except in a language which the buyer understands. Colloquial language is often demanded, beyond the shadow of a doubt.

On the other hand, educated people sometimes buy things, and they do not care to be solicited in slang, or remonstrated with in billingsgate. People who have good taste, without much money to gratify it, prefer to be told that the basement contains "inexpensive" things rather than "cheap" things. Our British cousins have made the phrase "cheap and nasty" so well known that one word suggests the other. I imagine, however, that the word cheap will in time get back its tone. When quality rather than quantity comes to count—and it is daily coming more and more to count—educated people will not be afraid of the word cheap. Poor people, however well educated, will take pride in buying good things cheap. The word is Anglo-Saxon, and means sale. To cheapen a thing was merely to sell it. We are beginning to understand that the way to sell a thing is to keep up quality and a fair price, not to cut either. So it is not impossible that some day "cheapen" may again mean to sell a good thing at a fair price.

Business English must admit colloquialisms. It may even admit fresh slang now and then. But nobody likes stale slang, and few buyers care for even fresh slang all the time. Mr. Walter D. Moody, in his "Men Who Sell Things," remarks: "The purest of king's English will secure an audience and hold attention for the salesman anywhere, while slang and short cuts of speech often excite distrust and offend the ear of the truly refined." As a general proposition this is sound and unassailable.

But just what is here meant by "the purest of king's English" is not so clear. As one turns the leaves of Mr. Moody's vigorous and optimistic book, one sees that he is writing to commercial travelers, and has been taught expressions that a college-bred man has been taught to reject. Mr. Moody never uses the word "drummer"; he evidently considers that below tone. On the contrary he dignifies the word "salesman" all he can, even calling him an "ambassador plenipotentiary." That is high-toned language, surely; perhaps a trifle too high-toned. But

some words which Mr. Moody uses might fairly be called drummer's English rather than the English of ambassadors. Take the phrase "persevering hustle" (p. 25). It is rather good, is it not? "Hustle" is slang, but "persevering" is literary, and the combination is clear and fresh. Chapter III is headed, "The Knocker." That is slang for The Disgruntled Man, or The Critic, or The Complainer. Mr. Moody uses it because he knows that it means a great variety of unpleasant qualities to the traveling man. It fits the tone of the road. He would not seriously maintain that it would be the best word to employ in every business situation. He would not advise a correspondent to begin a letter thus: "My dear Madam: Your knock received and contents noted."

I have no desire to cast discredit on Mr. Moody's book, the general tone of which is much above that of ordinary salesman English. It is not so dignified as Mr. Balmer's little volume, "The Science of Advertising," but its purpose is different. Its purpose is to arouse courage, optimism, the spirit of persevering hustle. As such it is bound not to be too dignified.

§ 58. The line above, beginning "My dear Madam," suggests the fact that tones are often mixed in the same sentence. All the words in that sentence are dignified except "knock." Don't mix your tones unless you do it deliberately, for a humorous purpose. Let me write a sentence to illustrate what I mean. Let us say: Do not descend from a dignified tone unless for purposes of force or humor you deliberately desire to slump. Here the word "slump" is below tone; but it is so for a purpose.

In Mr. Glass's delightful stories of Potash and Perlmutter are captured some delicious examples of mixed tones. Let me quote here three letters, the very absurdity of which will drive home the point we are trying to make.

L. MENDELBAUM
FINE WOOLENS AND WORSTED FABRIKS
ESPECIALLY ADAPTED FOR THE SUIT AND SKIRT TRADE
842 Eldridge Street, New York

MESSRS. FISHBEIN & BLINTZ. Sept. 24, 1909.

Gents: Your esteemed favor of the 23rd inst. to hand, and in reply would say what do you take me for, anyway? Either you would accept the goods as shipped or either I would sue you in the courts. Such suckers like you I wouldn't have no mercy on at all.

Yours respectfully,
L. MENDELBAUM.

L. FISHBEIN "Where Quality is Paramount" H. BLINTZ

FISHBEIN & BLINTZ

COSTUMES, DRESSES AND SUITS

480 UNIVERSITY PLACE

Cable Address "Fishblintz, New York" Telephone Connection

NEW YORK, Sept. 26, 1909.

L. MENDELBAUM.

Dear Sir: Your favor of the 24th inst. to hand and contents noted, and in reply we beg to state we must say we are surprised. We thought you was a gentleman, Mr. Mendelbaum, as our shipping clerk through mistake sends you back the goods which was intended by us for a different party as you. Please return goods at your earliest convenience and oblige,

Truly yours,

FISHBEIN & BLINTZ.

"WE LEAD, OTHERS FOLLOW"

THE A LA MODE STORE

HARRIS SCHEVRIEN, PROPRIETOR

412 Main Street

BRIDGETOWN, 1/4/10

Dear Friend Marcus: Will be in your city on Wednesday, and if agreeable to you would be pleased to spend Wednesday evening with you as per your suggestion about going to the opera. Hoping business is good in the store. I am

THE A LA MODE STORE

Dic. HS/RL. H. Schevrien, *Propietor.*

The more one studies the details of these remarkable communications, the funnier they seem. They are deliberately exaggerated, but not so much as to make them unrecognizable. Actual letters hardly less absurd are written every day, and not merely by men with "foreign" names.

§ 59. Genuine dignity of language is a hard thing to define, depending as it does on the fitness of the words to the occasion. Majestic words suit with majestic occasions only. Here is a paragraph from one of those fine specimens of bombast which "B. L. T." loves to pillory in his "Line o'Type" column.

Early towards the evening Mr. Harrold was presented with two immense bouquets of flowers. In conclusion a word ought to be said about the people that were present at the concert. It has been five or six years since an audience as was witnessed in the Wysor Grand last night has turned out. In that audience was found the most highly cultured, the most highly refined, the capitalist, and the merchant, and all those who have the interests of the higher life as their chief aim. Richly bedezined women and women sparkling with diamonds and precious stones, together with their companions in more sober attire, made a house that has not been duplicated in Muncie for years in the way of splendor.

It is quite unnecessary to point out the various offences of this paragraph. But permit me the pleasure of cataloguing them. The writer begins by tripping on the skirts of grammar

just as he is pressing forward to note the elegant presentation of roses to the singer. "Early towards the evening" is surely not English. "Two immense bouquets" is of doubtful tone, however true it may have been to the facts; size isn't exactly the best thing to emphasize in speaking of bouquets. The writer proceeds to describe the audience. It is "five or six years" since Muncie turned out such an audience; the precision as to date is a slump in dignity, and sets up invidious comparisons. The audience was not seen by the reporter; it was "witnessed." He does not mean that he wrote his name on it to witness to its presence. He means that some loftier word than "seeing" befitted so lofty a scene. We may safely say that it is always high-flown to use "witness" for "see." Then comes the colloquial phrase "turned out," because the writer knows no other. Then that sentence about "the most highly cultured, the most highly refined, the capitalist, and the merchant, and all those who have the interests of the higher life as their chief aim." I really cannot comment adequately on this sentence; it must just soak in. "Richly bedizened women"! Has this writer any sense of the associations of "bedizened"? Is this a word to set near "the interests of the higher life"? Let us be glad that the "companions" were in "more sober attire." All these glories made a house that had not been "duplicated" in Muncie for years. "Duplicated!"—a plain business word in the midst of so much splendor! Well, the effort to list the offences of this paragraph is not much of a pleasure after all. Sensations of disgust are not easily expressed, and people who volunteer to explain jokes are a little tedious.

The tone of the following paragraphs, by the editor of Advertising and Selling, is colloquial, but legitimately so. The writer is recalling his experience with a bombastic person, and the recollection tempts him to approach the opposite extreme of tone. The second sentence, where the fellow's refinement is described as not having "struck in," is not a particularly refined sentence itself, but it is effective. In the second paragraph the adjective "plump" describes a certain kind of word very well, though it may be questioned whether "plump" words are noticeable for the number of their "joints."

We once had the questionable pleasure of writing a booklet for a large man with a very red face and a waistcoat of the most violent and inflammatory nature. He was a somewhat refined product of the East Side, but not refined enough so that it struck in. His booklet was intended to appeal to people of wealth.

When the booklet was completed, it presented, to the mind of the red-faced one, certain grave defects. It was written in plain, honest words—the language of the man in the street. What he wanted was fine, plump, high-sounding words; the more joints in them the better. So, with the aid of the dictionary we went over the copy, changing every short word to the longest possible. Then it filled the soul of the red-faced one with pleasure—and ours with a vast mirth that is with us yet.

What was the matter with him? Simply that he thought that people of wealth and culture used that sort of language.

Slight differences of tone are hard for a man to detect in his own writing. We become habituated to certain mixtures, so that they do not seem to us mixtures. A bit of slang, like the word "graft," becomes so familiar to us that when we desire a more dignified expression it simply refuses to be recollected save with much effort. The other day a poor fellow shot himself deliberately. He left the following brief note:

Darling: I hope everything will be sunshine for you shortly as you certainly are deserving of same. You are the grandest woman in the world and it breaks my heart to leave you, but hope we will meet again.

This is sincerely and simply written, if ever a note was so written. But it shows unconsciously how commercial phrases and slang were ingrained in the man's brain. "Deserving of same" is curt and business-like. "Grandest woman in the world" is slang, though it is straight from the heart, and is the only phrase the poor fellow knew how to write under the circumstances. It was not the grandeur of his beloved that he wished to name, but he made the poor old slang phrase express his meaning after a fashion.

§ 60. There is one matter of low tone which I hesitate to mention. The student, young or old, will pardon its introduction if he is guiltless. I mean the vulgarism *aint*.

Some of us were taught in school this paradigm:

I am not
thou art not
he is not
we are not
ye are not
they are not

Obviously a part of that paradigm is obsolete. And it is not surprising that thousands of boys bred on it substitute in their daily speech this easier one:

I aint
you aint
he aint
we aint
you aint
they aint

The use of this paradigm is not a hanging matter. It is merely the usage of persons who wear mourning at the tips of their fingers. Perhaps this is putting it too severely. There was a time, as one may see in Trollope's novels, when even prime ministers said *aint*. But the time is past, and educated speakers avoid the word scrupulously. In our exercises will be found a paradigm which should be learned by heart.

CHAPTER XIII.

ACCURACY IN DICTION.

§ 61. Diction means choice of words. Accuracy in diction means choice of words with regard to their exact denotation, rather than with regard to their connotations—their emotional suggestions.

What shall we aim at in this chapter? We have more than a quarter of a million words to choose from, and it is obvious that we can speak of but few. Even a list of the goods sold in a single business would fill a book. It is clear that we cannot enter upon technical distinctions between the names of goods. Those must be learned in the office or the factory.

Shall we then aim at explaining the exact meanings of all the terms used in business law or in finance? That too is beyond us. Business law is itself nothing but one vast attempt to define and name technical distinctions which arise in the course of trade.

But perhaps we might gather together a considerable number of synonyms under such heads, without attempting to define them. The value of such bodies of words is that they refresh the memory of the writer. He has learned the meanings of them already, but it is useful to him to see the words grouped together. The mere presence of so many may help him to choose accurately.

§ 62. Such groupings have been made, and they are not without value. The difficulty is to get a really practical system of grouping. In his famous Thesaurus, Peter Roget (pronounce it as it is written, as if Roger ended in t instead of r) attempted a psychological grouping of English words. His psychology is out of date now, and practical men found it hard to use even in its day. Still, Roget's groupings are interesting. Let me give a few of them here, omitting some of the obsolete and unusual words.

Compact, contract, agreement, bargain, pact, stipulation, covenant, settlement, convention, charter, treaty, indenture.

Negotiation, transaction, bargaining, haggling, chaffering.

To treat, negotiate, bargain, stipulate, haggle, chaffer, stickle for, insist upon, make a point of.

Conditions, terms, articles, articles of agreement, clauses, provisions, obligation, ultimatum.

To make terms; to come to terms; to make it a condition; to bind. Conditional, provisional, guarded, fenced, hedged in.

Security, surety, guaranty, guarantee, warranty, bond, pledge, bail, parole. Stake, deposit, earnest. To give security, assure, accept, indorse, stamp.

Observance, performance, fulfilment, satisfaction, discharge. Non-observance, failure, neglect, laxity, infringement, infraction. Retraction, repudiation, nullification, protest, forfeiture. To observe, perform, keep, fulfil, discharge, keep faith with; make good [note that this has not the slang sense]; to redeem one's pledge. To break, violate, fail, neglect, omit, forfeit, retract, disregard, repudiate, nullify, elude, evade, go back from, be off.

Acquisition, obtainment, gaining, earning, gathering, gleaning, collecting, recovery. Loss, forfeiture, lapse. Gain, profit, benefit, emolument, the main chance, winnings, product, return, fruit, crop, harvest. To lose, incur loss, meet with loss, experience loss, miss, throw away, forfeit, allow to slip through the fingers.

Traffic, trade, commerce, dealing, business, negotiation, jobbing, brokery, commercial enterprise, speculation. A quid pro quo; borrowing of Peter to pay Paul; a blind bargain; a pig in a poke.

Purchase, emption, buying, purchasing, shopping. Sale, disposal, custom, dispose of, hawk, sell off, sell out. To put up to sale; to bring to the hammer; to turn into money.

These are a few specimens of Roget's groupings by association. His idea was to get the mind started in such a way that all the available phrases connected with a given matter would come forward from the slumbering depths of memory.

§ 63. But in the small space available to us it seems advisable to aim at something a little different. Roget is a book of reference, and he or some other good writer on synonyms—say Fernald or Fallows—should always be accessible to a writer. What we now need is a habit. We want to increase our habit of insisting on the right word. There is a certain temper of mind which will not be content with the first word which comes to hand, but which pauses and reflects, and when the piece is done goes back and reflects again. I do not mean fastidiousness. Few letters would get written if every correspondent felt that he must be a Henry James. I mean a critical temper, an unwillingness to be slovenly in one's use of ordinary words.

Ordinary words. Exactly. There is a vast number of ordinary words which have to be used in business, and which are often ineffectively used. Let our list, then, consist of these. We must rule out purely literary words, for they are rarely used in commercial transactions. And we must rule out the great bulk of all the various technical vocabularies. With these provisos,

we may proceed to construct some ordinary alphabetical lists of words which, let us hope, will prove to some degree useful. After each word I will give some brief hint, using very colloquial language, as to the proper use.

I.

§ 64. *A Hundred Words Frequently Misused.*

1. accept, except. It is only through a slip of the pen that these are confused.

2. acceptance, acceptation. Acceptance of an invitation to buy. Ordinary acceptation of a word.

3. affect, effect. To affect is to influence; it is a verb only. Effect is to accomplish, or the thing accomplished; it is either noun or verb. Persons who have trouble with these words should use *effect* as a noun only, as in, That produced or accomplished the desired effect.

4. after, afterward. *Afterward* is less used than it should be. In the well-known phrase "They lived happily ever after," substitute *afterward* and you have a good working example for future reference.

5. advise. Used to excess in letters for inform, and often used (wrongly) when the writer has no information to transmit.

6. allude, mention. He *alluded* to the remissness of certain officers, but he *mentioned* no names.

7. aggravate, exasperate. To aggravate a disease; to aggravate a difficulty; to exasperate a man.

8. alternative. An alternative is properly an act of choosing. He had no alternative, i.e. no choice. One of three courses —not one of three alternatives.

9. apparent. Apparent negligence is not obvious, clear, or manifest negligence. It is seeming negligence.

10. appreciate. I appreciate your kindness—not, I appreciate your kindness very much. If you want a stronger expression, say I value—highly.

11. avocation, vocation. Dr. Weir Mitchell's vocation was medicine. His avocation, or minor occupation, was writing novels.

12. balance. Used to excess for rest or remainder.

13. blame. Blame a man *for* a fault. Don't blame it *on* him.

14. calculate, calculated. "I calculate it's going to rain" is

provincial. Don't say a thing is calculated to do so and so unless it is really designed to do so and so.

15. capacity, ability. Capacity is passive, ability is active. Capacity for receiving or learning; ability for doing.

16. casualty, casuality. Casualty means accident. You will need this word often. The other word means quality of being accidental. You may need to use it once or twice in a life-time.

17. character. Not to be confounded with reputation. Many a man of fine character may get a bad reputation—for a while.

18. clientele. An obsolete word. *Clientage* or *clients* is better.

19. compliment, complement. Compliment is used a thousand times to complement's once. The complement of an angle; a complement of infantry.

20. conscious, aware. We are conscious of what goes on within our minds, aware of what goes on outside.

21. continual, continuous. A continual dropping will wear away stone. A continuous dropping would be a stream.

22. council, counsel. A council of men may give good counsel. The prisoner's counsel gave him good counsel.

23. data, datum. Several data; one datum.

24. definite, definitive. A definitive edition is a final, authoritative edition.

25. degrade, debase, demean. Avoid using demean, which simply means behave, when you mean degrade or debase.

26. differ from, differ with. A man differs from his brother in looks. He may differ with him (or disagree with him) in conversation.

27. disremember. Provincial or humorous for fail to remember.

28. dock, wharf. In strictness, the ship lies in the dock, at the wharf.

29. dope. Think of the poverty-stricken state of mind that is implied by the exclusive use of this word instead of *talk, instructions, nonsense, rubbish, drivel, stuff*, etc., etc.

30. elegant. Elegance is union of richness and refinement. Use it perhaps once a month, and make it mean something.

31. else's. Somebody else's or somebody's else. Either is

correct. Somebody else's is easier to say. Somebody's else often ends a sentence well.

32. enthuse. Don't use it. Say, become enthusiastic. Look up the derivation.

33. eaves. Note the s. The word means the edge of a roof. One eaves is. Two eaves are.

34. expect. You can't expect something that has already happened. I suppose you had a good time—I don't expect so.

35. farther, further. Farther down the road; further into the subject; further discussion; further information; farther away.

36. feature. The word is used to excess in business English. Use it sparingly.

37. first. Don't say firstly. First, secondly, thirdly.

38. fix. Well enough if you mean fasten securely in place. Women's hair is often arranged; it is rarely fixed. Fix broken machinery? Yes, but *mend is better.* You might count the number of times you say *fix* in one day.

39. forceful. A good word, but used to excess. Speak of a forceful man, but of forcible advertising.

40. former president, ex-president. Either is good English. Newspapers prefer former President Roosevelt to Ex-president Roosevelt, mostly for the looks of the type.

41. good deal. This is good English. *Deal* is Anglo-Saxon *dæl,* a part. A good deal is a good part; it means about the same as great deal.

42. got. It is no crime to say *I have got* for *I have.* But it is tedious never to hear *I have.* I have got means I have acquired; and some men seem to think that their great business ability got them everything that they own. "I have got a watch that my son gave me." Indeed! Listen!

43. guarantee. See Chapter XI, WARRANTY.

44. hanged, hung. Men are hanged. Beef is hung. In the slang phrase "I'll be hanged" the correct form is used.

45. healthful, healthy. A healthful place, a healthful drink, a healthy man. But "healthy place" has a good colloquial standing.

46. hire, lease, let. We hire a house or money for our own

use. We lease or let the house to others. A lease is a written letting.

47. illy. Don't use it. It is obsolete and high-flown. Say, he was ill treated. The word *ill* is ill treated nowadays.

48. imaginary. One blushes to confess it, but one hears occasionally about an "imaginary author," when the boy means imaginative.

49. in evidence. This French phrase is now being ridden to death. It has English equivalents.

50. in so far as. *So far as* is just as good as the longer phrase.

51. indexes, indices. Indexes of books, indices of numbers.

52. last, latest, preceding. The dying man hears his last news. The reader refers to the preceding chapter. The last chapter ends the book. The last book I read was the latest novel.

53. leave, let. Let it be. Let it lie. Leave it alone. *Leave it lie* is a vulgarism of the worst sort.

54. lend, loan. *To lend money* is better English than *to loan money.*

55. less, fewer. Less sugar, fewer lumps; less of a crowd, fewer persons; less friendship, fewer friends.

56. liable, likely. Liable means subject to. The thief is liable to arrest, the officer is likely to arrest him—in some cities.

57. located. The word is worked to death. Why may not a few things and places be *situated?* or *placed?* or *set?* or *planted?*

58. mad. Angry men are temporarily mad—insane—crazy. Use the word all you please if you appreciate that fact. A good word for salesmen to ponder.

59. magnetism. The word is used to excess by business journals as a synonym for personal power, attractive personality, etc., etc.

60. materialize. Another ugly pet. It is taken from the slang of spiritists. Sometimes it means put in an appearance. Sometimes it means yield returns, or take definite shapes. Use it rarely, if ever.

61. most. There can be no objection to an occasional colloquial use of most for almost. But never to say *almost* is a privilege of the nursery.

62. motives, purposes. We act *from* motives, but *for* purposes.

63. necessities, necessaries. There are necessities of life, doubtless; taxes and work and death are necessities of life. Necessaries are food, clothing, shelter; some people seem to include automobiles.

64. nice. If you will use the phrases *nice discrimination* and *nice distinction* once a day, you may do what you please with the word the rest of the time.

65. O, oh. Beware of using O when you mean oh! O should be a rare word. Use it however as often as you please in prayer.

66. observance, observation. Observance of rules; observation of the stars.

67. one. One feels that one must do what public opinion wants one to do. That is the best usage—but that too is rather British.

68. one's self. Help all good men to keep those words apart. Listen to the stuttering gasp of *oneself!*

69. optimist. Must every cheerful man be called by this magnificent philosophical title? It is a pet word of trade journals.

70. partly, partially. What do you gain by inserting *ial* into partly? Nothing. Be simple.

71. party, person. Call one person a party only when you are talking law and if the legal party happens to be one person. A party in a silk hat—could only be a party of beings small enough to inhabit a hat.

72. per. Very often the English equivalents are better. "Eggs $1.25 a dozen, or $1.50 for 15."

73. plenty. *Quite* good enough is quite good enough. *Plenty* is a noun.

74. posted. It is better to call a man informed than posted. A man is not a ledger.

75. prescribe, proscribe. Society proscribes you, boycotts you, ousts you if you dare to disregard its customs.

76. proposition. A good word—if a real proposition is meant. But the word is wrongly used to mean this, that, and the other thing.

77. proved, proven. Give the first word a chance. Don't talk Scotch law all the time.

78. quite. This is our word *quit*. It means wholly, completely, entirely. If you are quite sick you can't work at all. If you are quite well you haven't a pain or an ache, and may be called on for hard work. Never pronounce the word with that sliding uncertain inflection which means *rather*.

79. raise, rear. Cattle are raised. Men are reared. Don't speak of yourself as if you were a horse.

80. real. *Real nice* is schoolgirl slang.

81. red-blooded men. The phrase is on its last legs. Give it a merciful kick and let it go.

82. replace. This has two meanings. Occasionally give the better one of them a chance. We replace a book on the shelf if we haven't lost it. If we have lost it, we may replace it with another. In strictness, the word means to put back in place.

83. reliable. The word is now well established, but sometimes use trustworthy; dependable is colloquial.

84. right now, just now. Give *just now* a chance.

85. same. It is the same kind that [not *as*] I had before.

86. significance, signification. The significance of an important fact; the exact signification of a word. A significant word is such not because of its exact signification but because of its use by a certain person in a certain situation.

87. snappy. Advertising slang which is being used for too many things. The word has about as much snap left in it as a water-soaked ginger snap. "Snappy phrases" is well enough; but "snappy taste of Postum cereal"—that really won't do!

88. some. Often used in slang for *somewhat*. Keep it out of your written work.

89. specialty, speciality. You may possibly some day need the second word—it's in the dictionary—but it is not likely that you will.

90. strata, stratum. One stratum, two strata.

91. sustain. He sustained a broken leg! Highflown newspaper English for broke his leg. *Received* will not do, either. *Suffered* seems the least objectionable. *Had his leg broken* is clear enough colloquial English—though *had his cow killed* sounds suspicious.

92. thereby. Used to excess. Save it for legal documents.

93. transpire. This word means leak out, get noised abroad. It does not mean happen. Don't be highflown.

94. Very much pleased. So we say in America. Our British friends omit the *much,* but let us not imitate them.

95. venal, venial. A *venal* man is one who will take bribes. His offense is not trifling or *venial*; it is great.

96. virile, virility. Be as virile as you please, but don't use the word more than once a month. It is a pet of hysterical writers.

97. way. *A long way off* is better grammar than *a long ways off*. *Some distance* is better grammar than *quite a ways.*

98. Welsh rabbit. This isn't a business term, but the article sometimes produces bad business English the next morning. *Rabbit* is right; *rarebit* is nonsense. The phrase is an old joking name. Compare Cape Cod Turkey, which means codfish.

99. without. This word is not to be used for *unless.* Germans say *ohne,* but our idiom is different.

100. wouldn't wish for any. Our young man from the farm means, *I don't care for any.*

§ 65. *Synonyms.*—Limitations of space make it undesirable to attempt the discussion of shades of meaning between many synonyms. But the following list will serve as an introduction to the systematic study of the subject.

It is useful to attempt exact definition in words, but it is difficult to capture securely those half-tones of meaning which hover about synonyms. A much better exercise is the writing of sentences which illustrate the correct use of each word.

Abandon, cast off, desert, forswear, quit, renounce, withdraw from.
Abhor, abominate, detest, dislike, loathe.
Abiding, enduring, lasting, permanent, perpetual.
Ability, capability, capacity, competency, efficacy, power.
Abolish, annul, eradicate, exterminate, obliterate, root out, wipe out.
Abomination, curse, evil, iniquity, nuisance, shame.
Absent, absent-minded, absorbed, abstracted, oblivious, preoccupied.
Absolve, acquit, clear.
Absurd, ill-advised, ill-considered, ludicrous, monstrous, paradoxical, preposterous, unreasonable, wild.
Abundant, adequate, ample, enough, generous, lavish, plentiful.
Accomplice, ally, colleague, helper, partner.
Active, agile, alert, brisk, bustling, energetic, lively, supple.
Actual, authentic, genuine, real.
Adept, adroit, deft, dexterous, handy, skilful.
Address, adroitness, courtesy, readiness, tact.
Adequate, competent, equal, fitted, suitable.

Adjacent, adjoining, bordering, near, neighboring.
Admit, allow, concede, grant, suffer, tolerate.
Adverse, disinclined, indisposed, loath, reluctant, slow, unwilling.
Affectation, cant, hypocrisy, pretence, sham.
Affirm, assert, avow, declare, maintain, state.
Air, bearing, carriage, demeanor.
Akin, alike, identical.
Alert, on the alert, sleepless, wary, watchful.
Allay, appease, calm, pacify.
Alliance, coalition, compact, federation, union, fusion.
Allude, hint, imply, insinuate, intimate, suggest.
Allure, attract, cajole, coax, inveigle, lure.
Amateur, connoisseur, novice, tyro.
Amend, better, mend, reform, repair.
Amplify, develop, expand, extend, unfold, widen.
Anger, exasperation, petulance, rage, resentment.
Answer, rejoinder, repartee, reply, response, retort.
Anticipate, forestall, preclude, prevent.
Apiece, individually, severally, separately.
Apparent, clear, evident, obvious, tangible, unmistakable.
Apprehend, comprehend, conceive, perceive, understand.
Arraign, charge, cite, impeach, indict, prosecute, summon.
Arrogance, haughtiness, presumption, pride, self-complacency, superciliousness, vanity.
Artist, artificer, artisan, mechanic, operative, workman.
Assent, agree, comply.
Assurance, effrontery, hardihood, impertinence, impudence, incivility, insolence, officiousness, rudeness.
Atom, grain, scrap, particle, shred, whit.
Atrocious, barbaric, barbarous, brutal, merciless.
Attack, assault, infringement, intrusion, onslaught.
Attain, accomplish, achieve, arrive at, compass, reach, secure.
Attempt, endeavor, essay, strive, try, undertake.
Attitude, pose, position, posture.
Attribute, ascribe, assign, charge, impute.
Baffle, balk, bar, check, embarrass, foil, frustrate, hamper, hinder, impede, retard, thwart.
Beg, plead, press, urge.
Bewilderment, confusion, distraction, embarrassment, perplexity.
Bind, fetter, oblige, restrain, restrict.
Blaze, flame, flare, flash, flicker, glare, gleam, gleaming, glimmer, glitter, light, luster, shimmer, sparkle.
Brief, concise, pithy, sententious, terse.
Bring over, convince, induce, influence, persuade, prevail upon, win over.
Calamity, disaster, misadventure, mischance, misfortune, mishap.
Candid, impartial, open, straightforward, transparent, unbiased, unprejudiced, unreserved.
Caprice, humor, vagary, whim.
Candor, frankness, truth, veracity.
Caricature, burlesque, parody, travesty.
Catch, capture, clasp, clutch, grip, secure.
Cause, consideration, design, end, ground, motive, object, reason, purpose.
Caution, discretion, prudence.
Censure, criticism, rebuke, reproof, reprimand, reproach.
Characteristic, peculiarity, property, singularity, trait.
Churlish, crusty, gloomy, gruff, ill-natured, morose, sour, sullen, surly.
Class, circle, clique, coterie.

Cloak, cover, gloss over, mitigate, palliate, screen.
Commit, confide, consign, intrust, relegate.
Compassion, forbearance, lenience, mercy.
Compassionate, gracious, humane.
Complete, consummate, faultless, flawless, perfect.
Confirm, corroborate.
Conflicting, discordant, discrepant, incongruous, mismated.
Confused, discordant, miscellaneous, various.
Conjecture, guess, suppose, surmise.
Consequence, issue, outcome, outgrowth, result, sequel, upshot.
Continual, continuous, incessant, unbroken, uninterrupted.
Credible, conceivable, likely, presumable, probable, reasonable.
Customary, habitual, normal, prevailing, usual, wonted.
Damage, detriment, disadvantage, harm, hurt, injury, prejudice.
Dangerous, formidable, terrible.
Defame, deprecate, disparage, slander, vilify.
Deleterious, detrimental, hurtful, harmful, mischievous, pernicious, ruinous.
Delicate, fine, minute, refined, slender.
Delightful, grateful, gratifying, refreshing, satisfying.
Difficult, laborious, toilsome, trying.
Digress, diverge, stray, swerve, wander.
Disavow, disclaim, disown, recall, renounce, repudiate, retract.
Dispose, draw, incline, induce, influence, move, prompt, stir.
Earlier, foregoing, previous, preliminary.
Emergency, extremity, necessity.
Empty, fruitless, futile, idle, trifling, unavailing, useless, vain, visionary.
Eternal, imperishable, interminable, perennial, perpetual, unfailing
Excuse, pretence, pretext, subterfuge.
Exemption, immunity, liberty, license, privilege.
Explicit, express.
Faint, faint-hearted, faltering, half-hearted, irresolute, languid, listless, purposeless.
Faithful, loyal, stanch, trustworthy, trusty.
Fanciful, fantastic, grotesque, imaginative, visionary.
Folly, imbecility, senselessness, stupidity.
Fling, gibe, jeer, mock, scoff, sneer, taunt.
Fluctuate, hesitate, oscillate, vacillate, waver.
Gain, profit, increase.
Ignorant, illiterate, uninformed, uninstructed, unlettered, untaught.
Impulsive, involuntary, spontaneous, unbidden, voluntary, willing.
Indispensable, inevitable, necessary, requisite, unavoidable.
Inquisitive, inquiring, intrusive, meddlesome, peeping, prying.
Intractable, perverse, petulant, ungovernable, wayward, wilful.
Irritation, offence, pique, resentment.
Jeopardize, endanger, imperil, risk, hazard, stake.
Just, accurate, fair, right, equitable, reasonable.
Keen, energetic, acute, poignant.
Kindle, set fire to, cause, quicken, incite, excite, incense.
Labor, exertion, difficulty, work.
Lag, linger, follow, dawdle.
Languid, weak, slow, inactive, torpid.
Lash, tie together, punish, scourge, whip, censure.
Latent, concealed, implied, inert, potential, slumbering.
Latitude, scope, range, place, breadth, freedom.
Lead, precede, tend, direct, induce.
Leave, quit, displace, relinquish, bequeath, desist.
Legitimate, true, due, just, legal.

Liability, debt, duty, danger, bondage.
Listless, inattentive, inactive, indifferent.
Maintain, continue, preserve, hold, sustain, assert, declare, contend.
Make, produce, constitute, form, arrive at.
Mark, record, object, degree, observe, attend to, note.
Marrow, essence, pith, gist, essential, core, heart, point.
Matter, substance, topic, meaning, importance.
Mean, average, middle, small, contemptible, shabby, base, stingy, humble, vulgar, sneaking, selfish, to intend, to signify.
Merge, plunge, insert, change, include, combine.
Mild, moderate, insipid, lenient, calm, sunny, courteous, warm.
Misapply, misuse, misinterpret, mismanage, divert.
Misapprehend, mistake, misinterpret.
Misstatement, error, falsehood, untruth, perversion.
Misunderstanding, error, misrepresentation, discord, quarrel.
Moderate, small, to allay, to assuage, temperate, sufficient, cheap.
Mutilate, retrench, deform, garble, injure.
Narrow-minded, bigoted, prejudiced, selfish.
Natural, intrinsic, regular, true, artless, fair.
Need, requirement, insufficiency, indigence, desire.
Nice, savory, good, exact, pleasing, honorable, fastidious.
Obnoxious, hateful, unpleasing, pernicious.
Observe, note, mark, conform, remark, perform.
Palter, shift, elude.
Paralyze, weaken, benumb, deaden, disqualify.
Parcel out, apportion, allot.
Pay, settle.
Pass over, disregard, neglect, forgive, exclude, traverse.
Petulant, insolent, snappish, angry, irascible.
Pique, umbrage, hate, distress, incite, anger.
Politic, wise, skilful, cunning.
Precipitate, rash, hasty.
Probably, presumably.
Prominent, conspicuous, important, famous, manifest.
Protest, dissent, denial, deprecate, non-observance, non-payment.
Provisional, preparing, temporary, conditional.
Puzzle, enigma, mystery, dilemma, predicament, stagger, bewilder.
Quicken, hasten, animate, urge, excite, incite, promote.
Raise, rise.
Rate, degree, speed, measure, estimation, price, to abuse.
Raw, immature, unprepared, unskilful, cold, sensitive.
Reasonable, judicious, right, equitable, probable, sane, fair, cheap, moderate.
Reduce, lessen, contract, shorten, lower, weaken, convert, subdue, impoverish.
Remove, displace, retrench, depart, recede, transfer, extract.
Reliable, trustworthy, trusty. [Dependable is colloquial.]
Remnant, trace, token, vestige.
Repulse, defend, resist, disincline, refuse, deter.
Requite, repay, retaliate, satisfy.
Restore, reinstate, improve, replace, relieve, revert, refresh, return.
Rough, uneven, shapeless, sour, austere, violent, unprepared, ugly, churlish.
Satisfy, content, gratify, convince, persuade, fulfil a duty or an obligation, reward, pay, satiate, please, grant.
Scrupulous, careful, doubtful, incredulous, dissuasive, exact, repugnant, punctilious.
Sober, moderate, temperate, abstinent, sane, wise, calm, grave.
Soften, overcome, moderate, mollify, mitigate.
Stiff, rigid, resolute, restrained, severe, affected, haughty, pompous.

Stock, store, materials, provision, property, money, merchandise.
Suggest, suppose, advise, inform, recall.
Tact, touch, skill, wisdom, taste, discrimination.
Tenacity, toughness, retentiveness, resolution, obstinacy, prejudice.
Trim, form, dress, ornament, adjust, deck, prepare, change sides.
Unaccommodating, disagreeing, uncivil, thankless.
Uniform, homogeneous, simple, orderly, regular, symmetrical.
Vagary, whim, absurdity, imagination, antic.
Violation, infraction, refusal, disobedience.
Warrant, evidence, order, permit, protest, money-order, security, to authorize.
Waste, decrease, contract, expend, destroy, vacant space, plain, misuse, useless, prodigality, refuse, loss.
Yield, submit, obey, bend, consent, furnish, resign, gain, tolerate.
Zest, relish, enjoyment.
Zone, circle, climate, belt, layer.

CHAPTER XIV.

FULLNESS AND BREVITY.

§ 66. In any composition or unit of composition, the number of words may be too many for the purpose, or too few for the purpose, or just right for the purpose. Everything depends on the purpose. When a senator wants to kill time in the house, the more words to the thought, the better. When he wants to send a telegram, the fewer the better.

When there are too many words we speak of verbiage or verbosity or wordiness or surplusage or redundancy or prolixity or circumlocution or tautology or pleonasm. When there are too few we speak of poverty or paucity or meagreness or thinness or ellipsis. A paragraph may be so wordy that it is worthless. It may be so condensed that it is dense.

§ 67. Some persons tend to brevity. They are naturally laconic. We all admire the man of few words, if he is a man of action. The silent Moltke, the silent Grant, the silent Stonewall Jackson are splendid figures. They make the youth want to hold his tongue and grow up to be a man of deeds. They make him scorn the loquacious Sunday newspaper with its long accounts of how to succeed in business.

But after all, General Grant would hardly have made a good commercial traveler. And Stonewall's taciturnity was a serious handicap in some ways, for nobody but he knew his plans, and man is mortal.

When Grant was at last compelled to write a book, he wrote an extremely good one of its sort. It remains a model of simple, plain, and lucid English. Grant's habit of silence had given him a sense of the value of words. He was saved from what Hobbes called the frequency of insignificant speech. His long brooding on his subject enabled him to grasp it as a whole and in its parts. And, finally, the knowledge that the hand of death was upon him lent an effective brevity to what he wrote.

Brevity is a great virtue in business English, yet it may be

overestimated. In some situations there must be skilful repetition. The reader's mind must be permitted to eddy around the subject. Once more, everything depends on the situation.

Brevity is a virtue even in the sentence. But we must not make a fetish of it. One has met fussy people who command you to *sit*—no more, no less; to say *sit down* is to be wordy. Such persons should reflect that in barbaric society even the word *sit* is superfluous. A gesture will do. If it doesn't, the fellow can stand. Yes, he can stand *up*. I have small sympathy with the people who worry because we eat up, eat down, drink up, drink down, and so on and so on. Must one never say *great big dog* because *great* equals *big*? Nay, it is a mark of man's overflowing vitality and sheer joy in emphasis to say *great big dog*.

But these are generalities. Let us come to practical tasks. And to begin with the smallest unit of composition, let us examine wordiness and ellipsis in the sentence.

§ 68. Wordiness in the sentence takes one of four forms—pleonasm, tautology, circumlocution, or prolixity. These are convenient rather than absolute distinctions.

Pleonasm means the presence of single words that are unnecessary to either the meaning or the structure of the sentence. I suppose that the following sentences would be improved by the omission of the bracketed words. There can be no doubt about the first one.

1. It is equally [as] good.
2. [There was] not one of them came.
3. That firm doesn't keep all [of] its promises.
4. Both Jones and Smith are [alike] good clerks.
5. Has your packing-case [got] your initials on it?
6. The smoke of Chicago is visible for miles [away].
7. There are scores of windows in [every part of] the factory.
8. It is a building of some twenty stories [in height].
9. Are there any more cases [left]? Not that I remember [of].
10. He regards Mr. Pierpont Morgan with [reverent] awe and respect.
11. His name is worthy [enough] to be published.
12. He is extremely cautious, [and] so much so that he is suspicious.

Tautology is unnecessary repetition of the thought in slightly different words. It is often pleonastic.

1. The temperature was so high that we couldn't stay in the room, [it was so hot and close].
2. The [appearance of the]window presented a very attractive show.

3. Those percherons are fine big draft horses, [which would make fine horses for drawing loads].
4. The sight from the car was so fine that it made me [feel as if I wished] I were there already. (Substitute *wish*.)
5. The reason why I did it was [on account of] my necessity.
6. By a merciful combination of [fortuitous] circumstances, he escaped.

Many idiomatic expressions often called pleonastic or tautologous should be used. Meet with an accident, consult with, later on, first of all, opposite to me—these expressions are perfectly inoffensive. The *with, on, of all* and *to* are not necessary, but they are not wrong; and the omission of them rarely means a gain in force.

Circumlocution is a roundabout way of putting something that should be briefly expressed. The grave-digger's definition of "an act" is an example. You recall it, in Hamlet. Shakspere's Bardolph has a definition of *accommodate* which is sufficiently roundabout. Here is an example from a newspaper: "Though there are hundreds of persons who try to see if they are able to live by the histrionic profession, there are not more than a few who win an income of such adequate size that it permits those who win it to lay by from their labors for repairs." To do the newspapers justice, such a sentence is rare in journalism. It simply means, "Though hundreds of persons try to live by play-acting, few earn enough to enable them to lay by for repairs."

Prolixity means spinning it out. It means telling it all. And, as the French say, the secret of being tedious is to tell it all.

§ 69. In the sentence, the fault of too few words may be called ellipsis. This means the omission of words that were really demanded by the sense or the construction. Of course, a sentence may lack body; it may need fuller phraseology, a more adequate phrasing of the thought. But by ellipsis we mean something a little simpler than that.

The following sentences seem to need the words which are printed in italics.

1. There was not one of them *who* came.
2. The night was so dark *that* we had to use a lantern.
3. Getting off early was lucky for them, because *if* they *had not done so they* would have been caught in the rain.
4. Several accidents occurred. One was *that* the spark-plug got wet.
5. His scheme seemed at first to further the *interests of the* firm, but it proved futile.
6. These goods are different *from* and better than those. (But it is better to write, These goods are different from those, and better.)

7. I am very *much* pleased to meet you.
8. We shall certainly continue our journey, *even* if it rains cats and dogs.
9. Tobacco doesn't seem to affect him as it does *affect* other people. (But *affects* is obviously better than *does affect*.)
10. I am not going to raise the question of *whether everybody should have some* education. (There is no "question of education"; make it in some way specific.)
11. If *at* any time he was at fault, he admitted it.
12. Let us not get into the predicament we were *in* yesterday.
13. I drove to town, *a distance* which was three miles.
14. The wives and husbands of the *members of the* club were there.
15. "When yer boasts as I'm yer brother, I'll say yer ain't *mine*." (But I apologize to Mr. J. M. Barrie for spoiling his sentence.)
16. The roof was like *that of* any house.
17. His voice was as fine as *that of* any professional singer.
18. These things come not by birth but *by* education.
19. He cares more for golf than *for* anything else.
20. He is very angry, *if I may judge* by the way he speaks.
21. My boy has entered *the* grammar school, not *the* university.
22. He has been busy all *the* morning, not all day.
23. He worked all *the* month, all night most of the time.
24. He worked all *the* spring, but not all summer.
25. The secretary and *the* treasurer both resigned.
26. The cashier and *the* teller are both involved.
27. He was elected secretary and treasurer. He combines the offices.
28. A large and *a* small order demand equal courtesy.
29. France, England, and *the* United States are friendly.
30. A black and tan dog and a black and *a* tan dog were all three seen running together.

The foregoing examples seem to make it clear that ellipsis is a commoner fault than pleonasm or tautology. The important little words get left out. *That* after verbs of saying is needed except in the most colloquial sentences. *That of* is a phrase often carelessly omitted. *With, of, by, the, and*—such words are the important trifles which fail to get repeated when the construction really demands their repetition. Even the word *and* (in a series) is often carelessly omitted.

§ 70. Turning now to the paragraph and the whole composition, we are again reminded that the purpose is the first consideration. The purpose and the available space must determine the scale of composition. Any subject can be treated on any scale.

That seems a hard saying. And indeed it does not mean that a short treatment is always adequate to the intrinsic importance of the topic. It simply means that necessity is the mother of invention. Some sort of treatment can be given, no matter how small the available space. That is the first lesson that the journalist and the advertiser have to learn.

It is a good lesson, for untrained writers always demand more space than they need. They say they can't boil their stuff down, and often they can't. But the man at the office can. The blue pencil can and does.

There are two methods of reduction, namely abridgment and summary. Abridgment is accomplished by cutting out the less important words, phrases, or sentences, and making slight changes to secure connection. Sometimes, indeed, no such changes of phraseology are required. Summary is rewriting on a smaller scale, without much regard to any of the original phraseology except such key-words as were essential to the thought.

Let us take some article, abridge it, then summarize it. First the original passage. Let us take a brief editorial from the Saturday Evening Post, an editorial which is already terse.

PROTECTION FOR WOMEN WORKERS

Often nobody makes much profit out of the most wretchedly-paid and worst-"sweated" labor. Petty employers or middlemen sell the product of this labor, each in competition with the others. The cheaper they get the labor, the cheaper they sell the product. If the laborers were able to force wages up to a decent living level everybody, employers included, would be better off. But many of these laborers—women sewing at home, children making artificial flowers, and others—are not able to organize. They are poor, detached, unknown to one another. The same condition exists in Great Britain. A report published by the Bureau of Labor over a year ago says, "In some British industrial towns women work from sunrise until late into the night for the equivalent of one or two dollars a week."

But, in social organization, England is much ahead of the United States. In 1907 and again in 1908 the House of Commons appointed a committee to study this subject and propose a remedy. And last fall—almost unnoticed here on account of the great contest over the budget—Parliament passed an act providing that in certain industries the Board of Trade—a department of the Government—should establish wage boards consisting of an equal number of employers and employees with one or three members appointed by the Board of Trade. These boards are empowered to fix a minimum rate of wages for timework and piecework, and any employer paying less than the rate so fixed is subject to a fine of twenty pounds for each offense. Moreover, in case of prosecution, the burden of proof is on the employer.

There was opposition, of course. But the pay of many of these women was so small, even though they worked hard for long hours, that it alone would not support life on the scantest terms. In the interests of public health and of society in general Parliament had already established certain conditions of sanitation, ventilation, and so on, and it was considered quite as legitimate, in the interests of society, to establish a wage scale that would at least support life in some tolerable fashion.

Nobody could call that verbose. But suppose that the editor found himself desperately in need of a little more room some-

where on that page, and decided to take it out of this editorial. Suppose he needed one hundred and fifteen words. Perhaps he would not cut out the same words as you or I, but here is what he might do to get exactly one hundred and fifteen words. Observe that not a single word is *changed;* the abridgment is simply a matter of omitting words here and there.

PROTECTION FOR WOMEN WORKERS

Often nobody makes much profit out of "sweated" labor. Petty employers or middlemen sell the product. The cheaper the labor, the cheaper the product. If the laborers were able to force wages up to a living level everybody would be better off. But women sewing at home, children making artificial flowers, are not able to organize. They are poor, detached, unknown to one another. The same condition exists in Great Britain.

But, in social organization, England is much ahead of the United States. In 1907 and again in 1908 the House appointed a committee to study this subject and propose a remedy. And last fall Parliament passed an act providing that in certain industries the Board of Trade—a department of the Government—should establish wage boards consisting of an equal number of employers and employees with one or three members appointed by the Board of Trade. These boards are empowered to fix a minimum rate for timework and piecework, and any employer paying less than the rate is subject to a fine of twenty pounds. In case of prosecution, the burden of proof is on the employer.

There was opposition. But the pay of these women was so small that it would not support life. In the interests of public health and of society Parliament had already established certain conditions of sanitation, and it was considered as legitimate to establish a wage scale that would at least support life.

Now suppose that we needed the substance of this article for some purpose, and had room for only one hundred and fifteen words all told. We should have to write something like this:

PROTECTION FOR WOMEN WORKERS

"Sweated" labor often profits nobody much. Women and child workers are too poor and detached to combine and force wages to a decent level. England is far ahead of us in protecting such workers. In 1907 and 1908 the House appointed a committee to study the matter, and last fall Parliament empowered the Government Board of Trade to establish certain wage boards. Each includes an equal number of employers and employees, and three members appointed by the Board of Trade. They fix minimum wages for timework and piecework. Employers paying less are heavily fined. There was opposition, but Parliament, having established conditions of sanitation, now considered it legitimate to establish wage-scales that would support life.

One thing more. In making a summary, you are for the time being the author himself. Do not strew your page with such expressions as "The author says," "He writes," "The writer thinks."

CHAPTER XV.

IDIOMATIC PHRASEOLOGY.

§ 71. The word *idiom* is of Greek origin, and means an expression which is the peculiar possession of a given language. The root means "own"; it is the word which in John I occurs in the sentence, "He came unto his own." We have another and very curious word from the same root. In ancient Greece a private citizen, one who was strictly his own servant and not the public's, was called an "idiot." From that notion came the idea of a person not intelligent enough to hold office, and from that the modern significance of *idiot*—a perfectly unintelligent person. So when we say, "He is too much of an idiot to hold any office," we are unconsciously talking good Greek as well as good English. And the adjective *idiotic* can easily be connected with the word *idiom*. The idioms of a language seem to a stranger simply idiotic.

With this cheerful beginning we approach the idiotic idioms of our mother tongue. They defy reduction to a scientific basis. What sense is there in such phrases as win *out*, eat *up*, drink *down*? Why should we say, "I am dying from this wound," when the Frenchman says, "I go myself of it."? Everything has a reason, but the reasons for half the idioms have been lost in the cloud-banks of antiquity. If we could go back far enough we should know why a Dutchman says "Dance more up" where we say "Get out." But it isn't worth while to go back. The Dutchman must learn by main strength to use that idiotic expression "Dance more up," and when he comes to this country the poor fellow must drop it and learn to say "Get out." Unfortunately, before he learns that good old idiom, some idiot will teach him to say "Skidoo" or "Beat it" or "Fade away."

It is certain that idioms are powerfully effective. It is a mistake to reject them merely because we can't always parse them or show their origin. There is no better English than the idioms had better, had rather, had sooner. Would rather is only

a clumsy imitation, invented by schoolmasters. The *had* is Anglo Saxon *hadde,* a subjunctive meaning I should consider—if you asked me—such and such a thing better or sooner or rather. Rather is merely Anglo Saxon for sooner.

Here are certain other idioms which have been fired at a good deal, but which remain uninjured:

a good deal of
try and help
all manner of men
whether or no

It is not incorrect to use equivalents for these idioms, such as

a deal of, or a great deal of
try to help
every manner of man
whether or not

but the idioms do not suffer by comparison with these equivalents. *Deal* meant *share* long before it ever meant a large share. The *and* in *try and help* dates back to the coordinative stage of syntax, and is stronger, more hopeful than *try to help. All manner* is a logical blunder, but *all* is here a more powerful word than *every. Whether or no* is ordinarily no better than *whether or not,* but it means something different in such sentences as "I am determined to carry out my plan, whether or no."

They say that to live *in* Astor street is better idiom than to live *on* Astor street. Our English cousins say *in.* But street is Latin *strata,* a paved way, and our German immigrants are more logical when they speak of living *by* Astor street. On the whole, *on* the street is good enough.

§ 72. The human tongue has a way of mixing things. People have been known to say

Occupew my pie	for	Occupy my pew
Iceland's greasy mountains	for	Greenland's icy mountains
Half warmed fish	for	Half formed wish.

These are slips of the tongue. But there are similar slips of the mind. In one's haste one may say "Look here, this no longer ceases to be funny," when one means "Look here, this is no longer funny," or, "Look here, this ceases to be funny." That is mixing idioms. Instead of choosing either of two correct idioms, the speaker takes certain words from both and says what he didn't mean.

Mixing of idioms is very, very common. For example:

	Right	*Wrong*
1.	They are such letters as will win. They are letters which will win.	They are such letters which will win.
2.	This order had just come in, when another followed. This order had no sooner come in than another followed.	This order had no sooner come in when another followed.
3.	It is not what you say, but how you say it. It is not so much what you say as how you say it.	It is not so much what you say, but how you say it.
4.	It is quite different from what we thought. It is quite other than we thought.	It is quite different than we thought.
5.	He was seldom or never right. He was seldom if ever right.	He was seldom or ever right.
6.	This soap injures neither the skin nor the temper. This soap does not injure the skin or the temper.	This soap does not injure the skin nor the temper.

§ 73. Now, the use of English prepositions is a matter of idiom, and the misuse of them is a matter of mixing idioms. But it would take a great deal of room to show this in detail. Therefore we will throw together in one list a great variety of errors in the use of prepositions, and be satisfied to correct them without formal analysis.

In this list the correct word is enclosed in brackets, and should be substituted for the word or words in italics. A few important idioms previously mentioned are repeated here.

1. They are such letters *which* [as] are sure to bring returns.
2. These envelopes are not *as* [so] bad as they look.

3. This order had no sooner come in *when* [than] another followed.
4. These orders had hardly begun to be filled *than* [when] others began to pile in.
5. The sales manager, *in* [to] whom he had confided the state of things, sent for Jones.
6. These canned goods are such *that* [as] you never tasted.
7. A correspondent can never win by disobedience *of* [to] the laws of courtesy.
8. These pipes are connected *to* [with] the boiler. [But engineers constantly say *connected up to,* and for certain situations it is useless to object. The boiler stands still while they bring the pipes up *to* it; the *to* here seems to indicate motion toward and to.]
9. A four h. p. engine is out of all proportion *with* [to] a fourteen-foot dory.
10. A four h. p. engine is out of all proportion when compared *to* [with] the size of this little dory.
11. *To* [At] one side of the factory stands the office.
12. *By* [Judging by] the report, I think the territory overworked.
13. He is full of hatred *against* [for] discipline.
14. He is full of rebellion *for* [against] discipline.
15. There is the same difference *in* [between] these men.
16. He is inadequate *for* [to] the job.
17. The office is in the proximity *of* [to] the factory. [Omit the first *the.*]
18. It is not so much what you say *but* [as] how you say it.
19. It is not what you say *as* [but] how you say it.
20. He is different *than* [from] the rest. [Different than is a very common error in idiom.]
21. He is different *than* [from what] the others are.
22. This coffee is different and better than the other. [Write, This coffee is different from the other, and better.]
23. Our customers want to know our opinion *on* [as to] what course they should take.
24. The management of a department store is exceedingly complicated as compared *to* [with] that of a small shop.

§ 74. 1. After *all, the* is needed before *morning, evening, forenoon, afternoon, week, month, spring, autumn,* but not before *day, night, summer, winter.* This is a matter of idiom, perhaps of idiotic idiom, but it should not be overlooked. *All the morning, all the evening, all the forenoon, all the afternoon. All day, all summer, all winter.* Say *enter school* and *enter college,* but not *enter grammar school,* or *enter high school,* or *enter university. Enter the grammar school* and *enter the high school* are the preferred forms.

2. Certain other miscellaneous errors of idiom will be found in the exercise. The student's intelligence will enable him to correct them without special directions.

§ 75. There is one matter of idiom in the larger sense that should be spoken of before we proceed to the next subject. We may call it logical idiom. Note the following equations:

to be=to be
a way=a way
where=where
a means=a means
when=when
an act=an act

Therefore in constructing definitions, approach the equational form as closely as you can.

Good form of definition	*Bad form of definition*
To be honest is to be happy.	To be honest is being happy.
To jump is to spring up.	To jump is when you spring up.
To cancel stamps is to make them void.	Cancelling stamps is where you make them void.
Cancelling is making void.	Cancelling is to make void.
To write it down is to remember it.	To write it down makes you remember it.
Writing it down makes you remember it.	Writing it down is to remember it.

This principle will be found applicable in many situations. You may not consciously be forming a definition, but you may be incorporating a definition unconsciously in your sentence. The exercises will make this clear.

Do not hesitate to appropriate and use a racy idiom wherever you find it. There is vigor in such phrases as the following: stick at nothing, come at, win through, pitch on a means, hit on a device, get at, etc., etc. Very often they are as strong as slang, without the odium attaching to slang. *Break in* is as strong as *butt in*, and far less offensive.

CHAPTER XVI.

FIGURATIVE PHRASEOLOGY.

§ 76. George Eliot once remarked that we cannot say what anything is except as we call it something that it isn't. The situation suggested is somewhat comic, but George Eliot's remark is so true that a whole theory of experience might be built on it.

A student is not a shark, but he never objects to being called a shark. A warrior is not a lion, but he is delighted to be so termed. No girl is a peach, and some girls may object to being identified with a fruit, yet the term means something in the slang of boys.

Language is figurative through and through. Take the sentence of a half dozen words that I have just written. *Language* means tongue; that is a figure; we even say "our mother tongue"—which is a curiously comic phrase. The word *is* probably comes from a word meaning *to breathe.* The word *figurative* means like a picture, or figure. *Through and through* is literally applicable only to objects, and language is not literally an object. The hardest of all linguistic tasks is to know just exactly the literal, plain meaning of a word. It is almost impossible to nail it down.

§ 77. In Chapter XI we noted certain business words which have developed by figurative processes from very simple beginnings. Many other words might be named which carry still more romance within them. *Jovial* and *mercurial* and *consider* and *contemplate* carry the history of astrology. *Panic* means a nameless fear caused by the god Pan, the spirit of the wilderness; and that throws light on the banker-poet Stedman's poem called "Pan in Wall street." *Copper* is the island *Cyprus,* masking. *Lumber* is probably *Lombard,* from a certain Lombard pawn-broker who kept a room full of lumber, or miscellaneous stuff; sawed wood was so called because it was unwieldy stuff to have around. *Capricious* means goat-like, skip-

ping hither and thither. *Pupil* means a baby. *Silly* is the German *selig,* which means both innocent and blessed; note the business irony if you say "Silly are the merciful." *Trifle* and *truffle* are probably the same word, though if you try to buy truffles you will find the price no trifle.

§ 78. There is simply no end to the figures which are hidden in the most literal words. Try as you will to be plain and prosaic, every breath of your talk is filled with poetry.

Not only that, but the hardest-headed business men invent new figures of speech—that is, new figurative phrases—every day of their lives. The two figures which they most often use are called metaphor and simile. A metaphor identifies two objects; a simile explicitly states a poetic resemblance. To call a man a giant is metaphor; to state explicitly that he is like a giant is simile. Slang is one solid mass of vulgar metaphors and similes. The speech of an educated salesman is full of vigorous (not vulgar) metaphors and similes. Some of them are manufactured on the spot. Others are caught up from books and magazines and conversation. But they are deliberately employed, and the effective use of them is a practical art.

Practical figures of speech are not far-fetched. They spring from the ordinary facts and needs of common life. Take any simple business situation you please, and you will find it full of potential metaphors. Say that a salesman calls on a farmer to sell him a gasoline engine. The two men shake hands. Presently the salesman is telling the farmer that the engine in question will "shake hands with a pump at the lively rate of thirty-five shakes a minute."

Practical figures of speech are rarely high-flown; they are not cheaply poetic; they are woven or stamped into the very text and tissue of business English like the colored threads in a banknote. Before me lie at this minute half a dozen good follow-up letters. I cull from them a dozen organic and effective metaphors:

a ghost of a show
a square deal
pockets the profit
iron-clad guaranty
fresh patterns
a money-winner
an open and shut proposition

money-back guarantee
protected from any gust of misfortune
grip on the situation
a flash in the pan
they wink at the means used

§ 79. Now some men are much more figurative by nature than others. A metaphor springs to the lips of some every time those lips open. Consequently persons of quick fancy are constantly changing figures. It can't be helped. It is natural. Shakspere did it so rapidly and so constantly that he is the wonder of literature. But even Shakspere sometimes did it too quickly, did it in the middle of a sentence. It was this supreme master of metaphor who spoke of "taking arms against a sea of trouble." That metaphor is mixed, and all the schoolmasters since Shakspere have noted it with glee, though not one of them could have written the great soliloquy in which it occurs.

Before me lies a recent book on salesmanship. It is breezy and buoyant, and vigorous enough to stir the most phlegmatic drummer to activity. It is simply crammed with effective metaphors and similes. Let me quote half a dozen:

1. We get into a circular routine and go round and round.
2. The journey over the pathway of life is not unlike a ride on a lumber-wagon over a road strewn with boulders.
3. You see a blacksmith coming toward you in the form of Pure Grit.
4. The spark ignited the powder, and the way I lighted into that poor little side-street merchant was worthy of better results than the amount of his bill afterwards showed.
5. There may be undiscovered diamonds in your own back yard.
6. Make up your mind that the little demon whispering discouragement in your ear shall always get from you the answer, You lie.

But this same book is not always happy in its figures. Sometimes they change so rapidly that the mixture is comic. Here are half a dozen which lose their effect because they set the reader to laughing.

1. To find the easy ascent to the golden mountain of salesmanship, the salesman must first dig, dig, dig deep in the fields of knowledge of his profession.
2. To locate the nigger in the woodstack in one's methods means much. The only hope lies in putting the plumb-line of the experience of others beside one's own.
3. True knowledge properly applied is the power behind the throne winning the big business of to-day.
4. The great problem . . . . is how to prevent being crushed out and shoved to one side in the mad commercial whirl.
5. I had been wrestling with dry-goods boxes and feather dusters for

about a year and a half when all of a sudden the seed burst forth, unfolding the petals of a new life.

6. "Faith is the lever that moves mountains."
"Faith is not faith till it gets into your fingers and your feet."
Faith begets faith.

These errors are easy to detect. Sometimes you feel that something is wrong, but you don't quite know why. Take this:

Then his eye fell on Scherer the failure, over in the corner. *The iron in his employer's soul was touched.* "That is," he said, "with one exception. Mr. Scherer, who is our weakest salesman, has failed, as customary, to do justice to the firm and to the territory which he travels."

The words in italics are due to a half-remembered phrase, "The iron had entered into his soul," meaning that he had been pierced by the iron of life's tragedy. This is then mixed with the thought of iron in the blood, which gives sternness of character. It is then further mixed with "His soul was touched," that is, his softer feelings were touched. The blend of the three figures is very, very poor.

Here is a lightning change series. It is from an article on follow-up letters.

In order to secure superior results, a scheme is essential—that is a *bull's eye* at which to aim—promiscuous shots may hit the mark only sometimes, a well-directed fire brings results. After much study I have, I believe, discovered the secret of the whole problem in making the tire plan my *bait*—its very value, desirability, necessity, interest, and money-saving points at once becomes the *keystone* of the situation.

§ 80. The most effective use of figures in business English is not the decorative use. It is the use of common words with a new turn of meaning. You can see what I mean if you turn to Bartlett's Shakspere Concordance, and look up the commonest words you can think of. You will find that the great dramatist used common words not merely in their literal sense, but in ways that he and nobody else had thought of. *Light* and *heavy, thick* and *thin, high* and *low*—for such words Shakspere has dozens of effective metaphorical uses. He speaks of heavy news, heavy sin, heavy day, heavy message, etc.; of light behavior, light loss, light wings, light foam; of thick sight, thick perils, thick slumber; of thin drink, thin air, thin pittance.

CHAPTER XVII.

BUSINESS NARRATION.

§ 81. Because narration deals with the past, the tenses of it should ordinarily be kept in the perfect and pluperfect. It is human, however, to drop into the present in narrating events which come back vividly as one writes. Such a present is called the historical present. It is perfectly in place for short passages intended to be vivid or careful. The danger is that the writer will swing out of the past into the present, and then unconsciously swing back again. Notice the consistency with which all the verbs are kept present in the following:

My immediate task is to dig a ditch along the outer side of the rotting planks, so that they can be removed and replaced by new ones. I am soon alone on the job, for the farmers' work calls them elsewhere. The experience in the sewer-ditch at Middletown is all to my credit, and my spirits rise with the discovery that I can handle my pick and shovel more effectively, and with less sense of exhaustion. And then the stint is my own, and no boss stands guard over me as a dishonest workman. At least I am conscious of none, and I am working on merrily, when suddenly I become aware of my employer bending over the ditch and watching me intently.

It is a face very red with the heat and much bespattered with the mud into which my tools sink gurglingly, that I turn up to him.

"How are you getting on?"

"Pretty well, thank you."

"You mustn't work too hard. All that I ask of a man is to work steady. Have an apple?"

He is gone in a moment, and I stand in the ditch eating the apple with immense relish, and thinking what a good sort that farmer is, and how thoroughly he understands the principle of getting his best work out of a man! He has appealed to my sense of honor by intrusting the job to me, and now he has won me completely to his interests by showing concern in mine.—W. A. WYCKOFF: *The Workers.*

In section forty-three attention was called to the bad grammar of "I says." The form "I say" is permissible in vivid narration like the following:

The whistle blows, and in three minutes there is a line of fifty men at the window. I, the time-keeper, am watching them. I say to Arthur, "Are you ready?", and the busy pay-master gives a nod which shakes off the ashes of his cigar. I open the window and Arthur begins to sort out the pay-envelopes.

§ 82. The next thing to be certain of is that the proportions of the narrative are right. The scale of the whole having been determined, unimportant events must be foreshortened or entirely omitted. Read again what was said on this matter in sections eleven and fourteen. This matter of proportion must be settled in advance, but it is well to check up the finished piece and see whether you have really fulfilled your good intentions.

Here is a plain little piece of business narrative which happily illustrates the omission of the irrelevant. Nothing is given which is not necessary to the progress of the story, and nothing essential is omitted.

After I had worked for Appleby & Bumbleby as stenographer for about a year, Mr. Bumbleby acquired the habit of sending me out to help on audits when he was short of assistants. As I developed an unexpected ability, my work in this direction gradually increased until another stenographer was employed and I became a permanent member of the auditing staff.

In this line of business I had a number of surprising experiences, one of which I will recount.

The firm undertook the audit of the books of the Hildreth Hardware Co., a rather small concern dealing in builders' supplies, the audit covering twelve months.

The contract was taken at $150 flat price, it being considered that there was not a great deal of work to do and that the work would be simple. For these reasons the job was turned over to me under the supervision of Mr. Bumbleby. He went over the ground, gave me the necessary instructions, and left me to my own resources.

When I arrived at the store I found that the "Company" was a partnership. Mr. Hildreth, the senior partner, managed the business. Mr. Forsyth, the junior partner, kept the books.

Mr. Hildreth called me into his office and explained to me the reason why he had decided to have the books audited. He had a thorough knowledge of the business, he said, and knew within a few dollars what profit the business ought to make. But it didn't make it. Further, for the last six months he had kept a special record of all sales made and the gross profit on each individual sale. At the end of the six months he deducted total expenses of every kind and found himself more than $1,500 short. He had O. K.'d the books kept by Mr. Forsyth every day and had discovered nothing to criticize. He had employed a private detective agency to shadow the salesmen and other employes, but without result. Apparently, no stock had been surreptitiously removed. All shipping orders and bills he had O. K.'d himself and could find nothing wrong, so that he was in a blue funk.

He asked me if it were possible to ascertain what stock should be on hand, taking the last inventory as a basis, adding purchases and deducting sales. I told him that if he would have a list made of quantities received and sold, I would check them over, but that this work would have to be paid for extra. So I heard no more of that and went ahead with the regular work.

There were two cash books. One was a petty cash book, the expenditures recorded in which were paid for out of cash receipts which were also entered in the book. The totals of petty cash receipts and expenditures were entered each day in the general cash book, the receipts being credited to Merchandise Account and the expenditures debited to Expense Account. Mr. Hildreth

said I need not bother with the petty cash book, as he went over it himself every day.

I made the regular audit thoroughly and expeditiously, found a few trifling clerical errors, and reported to Mr. Bumbleby. The firm of Appleby & Bumbleby reported to the Hildreth Hardware Co.

And then the thunderbolt fell. Mr. Hildreth, knowing positively that he was somehow losing money at the rate of $3,000 or $4,000 a year, was dissatisfied at the result of our audit. So he called in another accountant. This was an old, reliable man who, from past experiences, preferred looking into things for himself to accepting assurances from principals or anyone else. Therefore he investigated the petty cash book and found that for two or three years Mr. Forsyth had made the transfers of totals of current cash receipts to the general cash book from $10 to $15 short each day, although he had not attempted to manipulate the petty cash book itself.

The Hildreth Hardware Co. refused to pay our bill, or to accept my explanation that he had told me I "need not bother with the petty cash book."

"You are pretty green yet," said Mr. Bumbleby, "and I believe this will be a lesson to you."—E. X. Pert, in *Beach's Magazine of Business.*

§ 83. It is common to divide narration into two kinds: narration without plot and narration with plot. "Plot" at once suggests a work of fiction, and something complicated. Suppose we substitute "suspense" for plot. Some narratives are so constructed as to arouse much suspense, others very little.

There are many business situations which are full of nerve-racking suspense. When such a situation is over, the persons interested in the news want to hear first what the upshot was. The person who tells about it may have a novel-full of exciting events to narrate, but before they listen, his hearers want him to tell the last page. That done, they are ready enough to take the whole story, and *then* there may be many minor bits of suspense: how narrowly the scheme carried at this point; how at that point disaster came; how in the next move the disaster was retrieved.

Yet narration absolutely without suspense is an impossibility, and in many business stories suspense is highly desirable. The first condition of successful story-telling is to be able to keep back the great point till the right time. Let me quote a rather extreme example of suspense. The lordly secretiveness of one of the persons in this little story makes it possible for the narrative to run on for two pages without the reader's guessing what is to come.

A new general manager came recently to be the head of one of the largest manufacturing plants in the East. To him the president and directors delegated supreme authority. He was made personally responsible for the regular and profitable employment of the four thousand men on the pay-roll. The chief product of the factory is an elaborate and ingenious machine which is used by

the thousand in every considerable city in the country. In its construction a large number of small and variously-shaped bits of brass are used.

The new manager was of a vastly curious disposition. Shortly after he took charge he learned that for ten years all the brass parts used by the company had been bought from the old and reputable house of Brown & Jones. The deal was an absolutely honest one. There was no suspicion of corruption about it. The goods furnished were always of the best quality and gave complete satisfaction in every way. The price paid seemed fair and reasonable. The personal relation between the heads of the two concerns was one of intimate friendship and complete confidence.

One of the first things the new manager did was to call in his superintendent and purchasing agent.

"I'm going to take that brass contract away from Brown & Jones," he said.

The others urged him to be careful. Why run the risk of making a change when for so many years the present arrangement had been thoroughly satisfactory? The new manager was firm. The older officials were equally determined in their disapproval.

The new manager sent for a representative of the small brass works of Smith & Robinson and laid the case before him. To make the brass parts needed required a large equipment of patterns, jigs, dies and other tools. Smith & Robinson agreed to make at their own expense the outfit of special tools. They quoted the same price as that charged by Brown & Jones. It would take them ninety days to get ready to make the first delivery.

In the mean time the head of Brown & Jones had called on the new general manager and, in an effort to hold the brass contract, had named a price which meant a saving of ten dollars on every ten thousand parts supplied. His plea was a strong one, and he called in to back him the new manager's president and several of the directors. But the best he could get was a contract to furnish half the brass parts at the new cut price. The other half of the contract went to Smith & Robinson at the old and higher price. That puzzled the superintendent and purchasing agent greatly. Using the negotiations with Smith & Robinson as a club to force down the Brown-Jones prices they could understand. But why anybody but a fool should choose to pay ten dollars per ten thousand more than was necessary for half the goods was beyond them. The general manager did not enlighten them.

The new deal went into effect, and for several months everything went as smoothly as possible. Both supply houses furnished their proportions of brass parts promptly and in good condition. Then one morning the superintendent found a telegram on his desk.

"Factory destroyed by fire," it read. "Loss total—BROWN & JONES."

The superintendent took the message to the general manager, who looked up from its perusal with a smile. "Double our order with Smith & Robinson," he said, "and send for a salesman for another brass-house at once. Smith & Robinson might have a strike before Brown & Jones get their plant rebuilt. I hope you see now that so long as we have the responsibility of keeping four thousand men busy we can't afford to keep all our eggs in one basket."—Henry M. Hyde, in *The Saturday Evening Post.*

§ 84. By far the most common form of business narrative is the anecdote. I do not mean the irrelevant yarn which in older days was used by drummers to induce good humor. I mean the narrative of how Mr. So-and-so, in a certain situation, found such and such goods the solution of his problem. He was in suspense, and the goods came to his relief. That makes a story.

And in such a story, if ever, foreshortening of the unimportant is essential. Say on; come to the point. And yet do not loose your cat from its bag before what business men are fond of calling the psychological moment. Here is an anecdote which has but three sentences and yet has suspense.

We had all watched children go scuffling along to school, stubbing their toes at every step, and it meant nothing to us. But one day an imaginative man watched them, and saw the effect of putting a thin strip of copper across the toe of the boy's boot. The world gave him a million dollars.—Deland; *Imagination in Business.*

Here is a longer anecdote by the same author and from the same book. The element of suspense is not strong, for the writer wants to end it with a short lecture.

Let me tell the story of two bootblacks. We can scarcely go lower in the business scale. These two boys, of about the same age, I found standing, one Saturday afternoon, on opposite sides of a crowded thoroughfare in Springfield. So far as could be judged, there was no preference between the different sides of the street, for an equally large crowd seemed to be moving on both sides. The bootblacks had no regular stand, but each had his box slung over his shoulder, and, standing on the curbstone, solicited the passers-by to stop and have a shine. Each boy had one "call," or method of solicitation, which he repeated at regular intervals. The two solicitations were entirely different, but each was composed of four words. They never varied them. Yet one of these boys, by the peculiar wording of his solicitation, secured twice as much business as the other, so far as one could judge, and I watched them for a long time.

The cry of the first boy was, "Shine your boots here." It announced the simple fact that he was prepared to shine their boots. The cry of the second boy was, "Get your Sunday Shine!" It was then Saturday afternoon, and the hour was four o'clock. This second boy employed imagination. He related one attraction to another; he joined facts together; his four simple words told all that the first boy said, and a great deal more. It conveyed the information, not simply that he was there to shine shoes, but that tomorrow was Sunday; that from present appearances it was likely to be a pleasant day; that he, as a bootblack, realized that they would need an extra good shine; . . . . and that any self-respecting Christian would wish his shoes shined before he repaired to the sanctuary.

And finally here is an anecdote which has lately been going the round of the papers, and which has suspense up to the very last sentence, the very last word. Nay, it leaves us wondering as to whether the story had not a sequel. This anecdote is built with good proportions and just the right amount of dialogue. A good deal of wordy dialogue ruins an anecdote; the right amount and the right sort give it vividness. In this one the spoken sentences are the essence and life of the whole thing.

The Price of his Cards.

A traveling man called on the manager of a large concern down town the other day and sent his card in by the boy at the outside gate. The boy sauntered back lazily and told the traveling man that the manager wouldn't see him.

"Well, you go and ask him for the card I sent in," said the caller.

In a few minutes the boy returned from his second trip. "Say," remarked the boy, "the boss told me to tell you that he tore up that card, but he sent a nickel to you to pay for it."

The traveling man was deeply insulted, but he decided to get back as best he could. He opened his card case and drew out another card, handing it to the boy.

"Give this to your boss," he said, "and tell him that I'll keep the money. My cards are two for five. Much obliged."

The manager rushed out to the gate to find the traveling man, but he was too late. The man had left.—*New York Sun.*

§ 85. Is there no use for narrative without suspense? The answer stares at us from the front page of any newspaper. What is called the "news story" avoids suspense as a man would the plague. The "head-liner" tries to tell the story in the first line of large type. In the subheads he gives the next most important facts—those that wouldn't squeeze into the first line. Then comes the article, and in the first paragraph or two the reporter gives everything away that he can. Theoretically the end of the story contains the least interesting details. This arrangement of material saves the attention of the busy reader. Also it permits dropping out a paragraph here and there if the story is found by the office to be too long. And in a good many business narratives, notably narrative reports, the newspaper arrangement is a good one to follow.

Here is an illustration of the arrangement.

ADJUST RAILROAD MATTERS.

REORGANIZERS FINALLY WORK OUT BASIS FOR NEW COMPANY.

PRAISES PLAN SET FORTH.

Attorney Rosenthal Believes Security Holders Will Approve.

Notice of reorganization of the Chicago Southern railway company and the Southern Indiana railway company will be given today by committees of the two companies. Months have been consumed in straightening out the tangled affairs of the roads, and the system now in operation will have its liabilities cut down from $32,739,119.52 to $22,137,493.52.

The joint roads are 342 miles in length, extending from Chicago Heights to Westport, Ind.

Tells Plan of Reorganization.

Attorney Lessing Rosenthal, of counsel for the Chicago Southern syndicate, yesterday made the following statement regarding the reorganization:

"The final plan and agreement for the reorganization of the Chicago Southern railway company and the Southern Indiana railway company has been completed and the last signature required has been attached. The plan is the result of efforts on the part of members of the Chicago Southern committee, the Southern Indiana general mortgage committee, the Southern Indiana first mortgage committee, and their counsel.

"The reorganization will be a conservative one and will doubtless commend itself to the judgment of all holders of the securities of the railway companies. A new company will presently be organized to acquire the properties at the foreclosure sale soon to be had."

According to Mr. Rosenthal the new liabilities will include:

Outstanding first mortgage 4 per cent bonds of the Southern Indiana railway company (which have not been disturbed)	$ 7,537,000.00
Accrued interest thereon	100,493.33
First and refunding 50 year 5 per cent gold bonds, constituting a first lien on the Chicago Southern line and a general mortgage on the balance of the property	2,500,000.00
Income bonds bearing 4 per cent interest for two years and 5 per cent cumulative interest thereafter and secured by general mortgage upon the entire property	6,500,000.00
Common stock	5,500,000.00
Total	$22,137,493.33

Division of New Securities.

"Holders of the $3,212,000 of Southern Indiana railway general mortgage 5 per cent bonds will receive 85 per cent in the income bonds of the new company and 40 per cent in its common stock," said Mr. Rosenthal. "The holders of the $4,000,000 of Chicago Southern railway company first mortgage 5 per cent bonds and collateral 5 per cent bonds will receive 70 per cent in the new income bonds and 40 per cent in the new stock. The holders of the $1,902,500 of Chicago Southern syndicate certificates will receive 42 per cent in the income bonds and 36 per cent in the stock.

"The proceeds of the $2,500,000 of first and refunding bonds of the new company will be required to liquidate outstanding receivers' certificates, equipment obligations, preferred claims, and expenses of reorganization. No allowance will be made to the present holders of stock of either railway company."

The reorganization committee consists of Emile K. Boisot, Chicago; Anton G. Hodenpyl and Christopher D. Smithers, New York; Melvin B. L. Johnson, Cleveland, and Festus J. Wade, St. Louis. Decrees directing the sale and foreclosure of the railway properties were entered in the Circuit courts of the United States for Illinois and Indiana in May of this year.

Byrne & Cutcheon of New York and James C. Hutchins of Chicago will act as counsel for the reorganization committee.

CHAPTER XVIII.

BUSINESS DESCRIPTION.

§ 86. Considering the situations in which business description is needed, we may distinguish four types: description by general appearance; description by enumeration; description by function; description by suggestion. All of these types may be demanded in a given situation, and all may be combined in an article of no great length.

At a distance no object looks as it looks near by. At a distance you get a general effect. And in general, every description should begin with the look of the object as seen at a distance, or else with the purpose which the object is intended to serve. You personally may know for sure that the moon is a mass of ribbed and fissured rock; but it does not look so. It looks, as Dante said, like an eternal pearl. Sometimes it looks like a silver sickle. Sometimes it looks like a great round ruby against a grey dress. It is the first business of description to tell how a thing looks, not how it is put together or internally organized.

A few sentences of business English will show what is meant by general appearance:

1. This boat has the appearance of boats costing twice as much.
2. A dignified square-side oil lamp of the carriage type.
3. This is a highly refined motor car.
4. Looks like silk—wears better.
5. Built like a watch.
6. Ivory Soap—it floats.
7. Snow-flake book paper.
8. We have for sale a modest country villa. You can barely see it in the surrounding trees. You get glimpses of a comfortable, low, long house. It is larger than it looks. It has touches of individual taste here and there.
9. This piece of land is shaped like a triangle. The north angle of it is filled by a grove of white oaks.
10. As you enter the dining room you get a general effect of warmth and neatness. The walls are wainscoated in Flemish oak, and the space above is finished in Venetian red.
11. A lady carrying this lunch-box seems to be carrying a kodak.
12. Walker's Grape Juice is clear, because it's pure.
13. Invisible hair nets.
14. The smallest and lightest of all cameras.
15. You don't want a boat that looks like a tub.

16. At a distance the machine looks like a steam shovel, but at the end of the crane is a large piece of soft steel, circular in shape, three or four feet thick. This piece of steel, which when charged with electricity is the magnet, resembles a large grindstone.

In the fourteenth example, *lightest* appeals to another sense than that of sight. Description may appeal to any of the senses, and the laws of general effect are the same as in the case of sight, though more limited.

1. Our silent screen door is what you want.
2. Soft and fluffy Crown jewel cotton batting. [Only here the idea of crown jewels doesn't make for fluffiness or softness.]
3. It smells like violets.
4. Blue Label Ketchup: delicious, appetizing, satisfying. [Note that the general words are not very effective; the vocabulary of taste is limited, and the best that can be done is to describe one taste in terms of another.]
5. Sanitas, the washable wall covering.
6. Thick, creamy chocolate coverings containing tempting fillings of jelly, nougat, caramel, nut, and other delightful flavors.

We are speaking of descriptive phrases that are general. But not for a minute must we understand that being general means being colorless or vague. What are known as "general words" have this fault, and it is a fault which the business writer should beware of. Let me illustrate. Here is a particularly good description:

If you want a clean, crackly, strong, fine paper in your business letterheads and envelopes—if you want *impressive* business stationery at a price that makes it *usable* in *quantities*—show this advertisement to your printer or lithographer and *insist* upon having Construction Bond.

Now in this description we might call *impressive* a rather general word. It is not only general, but as applied to paper it is rather highflown. But note those words *clean, crackly, strong, fine.* Those aren't general; they are specific. They appeal vividly to the eye, the ear, and the strong hands of the business man. They make him see the paper and imagine it resisting his fingers. The advertiser of this bond paper elsewhere says of it something to this effect:

If the Declaration had been written on Construction Bond, the paper would now remain as crisp as it was under the quills of Jefferson and Hancock.

That is good business description. A less able writer would have said:

If the Declaration had been written on Construction Bond, the paper would now remain in as good condition as it was under the pens of the signers.

See the difference?

§ 87. Without a preceding general effect, description by enumeration of details is difficult to read. Contrast the sixteenth example under section eighty-six with this:

The jaws are of forged and tempered steel, the handle is hard maple, with lignumvitæ cap; it is hollow and the tools are placed inside. The blade bent at right angle fits the long groove in the jaws, and is used for cutting washers; while the awl shown in the cut is placed in the short groove for a center spur. The jaws are 1¼ inches, open 1⅛ inches. The handle can be unscrewed and the bit shank put in its place, to be used with a bit brace for any kind of boring, drilling, or cutting washers. The handle can also be screwed in at right angles with its usual position, which is desirable for many kinds of work.

A machinist could figure out that this describes a hand-vise. The catalogue from which it is taken precedes it with a cut. Cuts are coming more and more to displace general description. The general look of the vise described above is short and heavy. The handle is fat. On the end of it the vise looks to a layman like a pair of short, heavy nippers with a big thumb-screw on the side.

Here is a more general description, but sufficiently detailed for the buyers to whom it is addressed. The sentences could be better built, but they convey the information.

Our Motorgo Runabout is not a row boat, but is a specially built motor boat, which we are selling at about what you would have to pay for a first-class row boat. Its lines are graceful, the sharp bow and flat stern making it a very speedy and comfortable boat. It is well built and braced throughout. The engine is installed in the center, giving four good size seats, seating seven people. The boat is made of the same high-grade material and by the same high-grade workmen as our higher-priced boats, and is complete all ready to launch, nothing else to buy. Keel 16-foot, beam 3 feet 8 inches, cockpit 10 feet by 3 feet 6 inches, 2½ horse power single-cylinder two-cycle reversible Motorgo Marine Engine, speed 6 to 8 miles per hour.

§ 88. Description by general effect and by enumeration are both subordinate to description by function. After all, the first consideration is the purpose to be served. The general appearance and the details are meant to show how the article is adapted to a need. The general phrases should flash the whole object before the eye in relation to that need. The details should reinforce the impression.

Here is a description in which the functional point of view is kept steadily in mind. There are trifling errors of detail, but the whole is good.

THE SCENISCOPE

What It Is — It is a coin operated Moving Picture Machine showing the same pictures from the same Films as are exhibited in regular theatres.

What It is for — It is for the purpose of showing high-class moving pictures without the annoyance incident to dark, insanitary, and stuffy theatres. It can be placed in Arcades, Hotel Lobbies, Cafes, Depots or other convenient places.

What it is made of (Outside) — The exterior is a paneled cabinet of polished oak, 46 inches high (exclusive of signs) 39 inches deep, and 32 inches mean width. The front has three panels set at angles, the tops of which slant back like a desk, forming a triple base on each section of which is an ornamental viewing window, allow three people to look into the Machine and enjoy the picture at one time.

(Inside) — The interior of the Machine contains a continuous Reel of Film set on edge, and from its inner circumference feeding down between powerful lenses and an incandescent electric light (50 C. P.). It rewinds itself upon its outer circumference. The power for operation may be obtained by attaching a wire to an ordinary electric light socket. The Machine starts on the receipt of a penny (can be adjusted for a nickel) deposited into slot directly under each viewing window. The time of exposure can be regulated to suit. If A, B, and C each deposit a coin several seconds apart, the Machine will continue for the last depositor but will cease exhibiting for the others when the time limit expires. The mechanism is ingenious but simple, easily understood, and not liable [likely?] to get out of order.

The pictures shown are 15x20 inches. When the Machine is not in use, the power is shut off and the light is automatically extinguished.

Competition — Coin operated Moving Picture Machines have heretofore been a series of rapidly moving cards. They have no doubt served a purpose, but they bear no comparison to [with?] the Sceniscope, which Machine in fact has no competitors and probably never will have [never will have no!].

Profit — One of these Machines experimentally operated for a penny in a Chicago Arcade showed earnings of over $100 per week, with a Sunday record of $23.70. It [the Sceniscope?] is without doubt one of the greatest money makers ever invented.—From a sales-letter by the Sceniscope Company, in *Letters.*

In advertisements the need or situation is often described in a word or two before the description begins.

1. "Where can I hang my clothes?" is a question often heard in camp. This handy little contrivance will answer the question to your satisfaction.

2. For fine and difficult work, where nicety of manipulation is necessary, this knife has no equal.

3. "What are you going to do in camp for milk?" Fresh milk is an impossibility. The usual condensed milk is too sweet. Borden's evaporated milk is perfection.

4. The Petite toilet case is designed especially for campers and travelers who desire a small and serviceable case at a moderate price.

5. People look at your face when they speak to you; at your mouth when

you answer. Do justice to your skin and teeth by both these Colgate Comforts.

6. If you are going abroad this summer—going to London—you should have in your hands, before sailing, a copy of Scribner's Magazine Guide.

§ 89. Advertisers strive for opening phrases which will convey an idea of both the situation and the goods. In order to do this they are compelled to select some particular detail, or a few details, that will give a quick general impression. The detail chosen becomes the general impression, and it suggests the situation too.

1. See that Hump?

2. The Coolest watering-place in America.

3. The cloth must be right or the suit is not right. To be sure of long wear, correctness of pattern and permanency of coloring insist on selecting fabrics having this mark stamped on the back. It assures satisfaction to you and to your tailor.

4. A sunshine holiday. Trees instead of chimneys. Forest aisles instead of streets. Mountains instead of houses. Crystal water teeming with trout. Air charged with life, colled by eternal snows and vitalized by your share of the blue of heaven. That's Colorado.

5. The Lather's the Thing. It makes all the difference between a quick, cool, comfortable shave, and a harsh rasping of the razor over your face.

Use a shaving soap which brushes up instantly into a thick, billowy lather; which softens the beard, soothes the skin, and leaves your face feeling as though you had bathed it in a mountain spring.

6. This rifle reloads itself, the recoil doing the work. It is only necessary to pull the trigger for each shot, which places reloading, as well as firing, under control of the trigger finger.

7. The things that count in Vacuum Cleaning are Volume of Air and Evenness of Suction. This Oddly Shaped Fan, making thousands of revolutions per minute, creates an absolutely even, strong suction of more volume and velocity at the cleaning tool than any other device practical for a portable vacuum cleaner.

8. The men who uphold the standards of American sport today are clean men—clean of action and clean of face. Your baseball star takes thought of his personal appearance—it's a part of his team ethics. He starts the day with a clean shave—and, like all self-reliant men, he shaves himself.

Wagner, Jennings, Kling, Donovan, Chance—each of the headliners owns a Gillette Safety Razor *and uses it.*

9. Hot? Perspiring? Uncomfortable? You can lessen heat, perspiration, and discomfort by wearing B. V. D. Underclothes.

10. Oh ho! Picnics! that's when you want the tastiest taste—to feed the gnawingest hunger. And what is the tastiest taste? Underwood Deviled Ham.

11. Tone—that's where the Victrola is pre-eminent.

You might be able to build a cabinet that outwardly would resemble a Victrola. You might even copy the inside construction and details, if they were not protected by patents. But there is no copying the superior Victrola tone-quality.

12. Will your catalog stand rough handling?

Rob a catalog of its attractiveness and you bankrupt it as a sales producer.

Nothing so certainly insures delivery of your catalogs in good condition as the use of Princess Covers.

13. Home—bread and butter—clothes and shoes—sometimes the doctor—and the chance to go to school—all these your *widow* or your *orphans* must have—just as you are providing them for your *wife and children now*—Your absence

will not lessen their appetites—nor obviate their necessities—in the least degree—your going may affect only their income and consequently their ability to have these things.

§ 90. Description by suggestion is a somewhat vague term, and the thing itself runs off easily into exposition. But it is a valuable device. If you describe a man as six feet five and a half inches tall you are exact but prosaic. If you say merely that he had to stoop whenever he went through a door, you are describing by suggestion, and for some purposes this method is the most effective of all. Distances stated in figures often mean very little. But when Poe says of a cliff that its height so frightened him that he lay down flat on the summit and held on tight, you get the practical effect of the situation. You cash the number of feet into a nervous shock. Vulgar speech affords many examples of the method: his face broke the camera; his coat's so big that he couldn't pay the tailor; the dog was so ill fed that he had to lean against the house when he barked; look at that hat! wouldn't it jar you? say, but the size of his heap gives me the blind staggers. Now what can be done coarsely in slang can be done with refinement in good prose. Advertisers are learning this. Here are some brief descriptions by suggestion:

1. "Mother, guess you'll have to open another package of Kellogg's Toasted Corn Flakes."
2. Eleven miles of happiness is what our thirty thousand fresh-air guests would make, yearly, if in line like these tenement mothers at Sea Breeze.
3. Our jams give you that more-ish feeling.
4. The weight of an average edition of the Ladies' Home Journal is a million and a half pounds.
5. These bargains will make you open your eyes.
6. Cheap enough for anybody; good enough for the best.
7. Don't they make your mouth water?
8. Universal Portland Cement is so good that 17,000 barrels of it are made each day.
9. Karo gives a relish you can't resist.

In all these descriptions except the second (where an effort is made to cash a number into visual terms) the suggestion is that of effects produced. Now the vocabulary of pleasurable effects is limited, and care must be taken not to increase it by random means. It does not help the description of a food to suggest that even dogs like it. Take a humble article of food like ham and eggs. If people knew how fastidious cats (not dogs) are about eating ham, it might produce some effect to

say that even cats will eat your brand of ham. But people don't know much about cats, and a good many dislike them instinctively. On the other hand, if you can show that some dainty living princess prefers your brand of ham, you have a suggested description that means something.

The great interest which is supposed to be uppermost in business is the money interest. Consequently you will find half the advertisements aimed at it. The article is declared to save or to make money for the buyer. If it can be shown to do that, a detailed description is supposed to be unnecessary. But if the saving interest were strong in everybody, comforts and luxuries would not get sold. The desire to spend money is also strong. The desire to spend it conspicuously is unfortunately even stronger.

Therefore the advertising writer is more and more driven to master the subtler motives that lead to buying. If he succeeds in doing this he becomes very much of an artist. I have in mind four artistic descriptions by effect which were not written for commercial purposes, but which could be adapted for such purposes. The substance of them is as follows: 1. An old man, being asked the quality of fishing in a given pond, replied, "Young man, ef I had the choice of fishin' all day in Whitton Pond or in this sandy road, I'd take the road every time." 2. Walden pond is fit only for baptisms; blessed babies might be dipped in its transparent waters. 3. The fact that General Buller was two months and fifteen days in advancing the twelve miles between Colenso to Ladysmith is the best possible description of the country. 4. The hills rise so sharply and the houses are set on them at such incredible angles that it wouldn't surprise you to see the whole city slide down into the streets.

If one were exploiting Walden pond for business purposes, Thoreau's description of it would help. The other three descriptions suggest contrasts. A road which formerly required a month to traverse is now so improved that your car can skim over it in an hour. Houses which are so steeply set that they seem ready to fall into the street may now be easily reached by the trolley; take the trolley. Fishing once so poor that you would rather fish in the road has been so improved by stocking that you would walk any distance to get to it.

In short, business description—whether by fundamental image, enumeration of details, statement of function, or suggestion of effects—is an art which admits of great extension. If the artist tells the truth and seeks the finer applications of his methods, he will find increasing pleasure in his work, and will go far.

CHAPTER XIX.

BUSINESS EXPOSITION.

§ 91. Exposition is explanation. It sets forth underlying principles. If it describes or narrates, it is only to get at principles. If you give the look of a machine, you are describing. If you tell how it is put together, or how it works, or why it works, or why it is good for a certain purpose, you are expounding. Your description of it becomes an expository description. Whether a given piece of writing is to be called description, narration, or exposition depends upon its chief aim. If you are setting out to explain, your use of description and narration must be kept subordinate to the principle aimed at. And your temper must be cool. Explanation is the coolest of all forms of writing.

A glance into the current number of several trade journals will show you that apart from news items they consist almost entirely of expositions. A large proportion of these are answers to that common business question, How? Note these titles: How I keep my personal account; Wrong methods made right; Business methods in a pioneer country; A system for mailing; How to keep tab on raw materials; Looking after details; Successful ways of approach; Eccentric ways of saving money; Handling a mailing list; Electric smelting of pig iron; Means of overcoming resistance; How life-insurance can serve *you*.

A second sort of exposition answers the question Why? You can see this from such titles as: Why rents are lower; Reasons for buying in April; The secret of coal shortage; Factors that entered into the panic; Human motives in answering ads; Causes of failure; Grounds for strike-breaking; The trouble with the newspapers.

A third type of explanation is that which classifies. It answers the question, What kinds? This is the type which is commonest in scientific works. A work on botany, for example, is devoted to explaining the common traits which group plants into families, orders, genera, species, and varieties.

A fourth type is exposition by definition. It is easy to see that explanation of a class term becomes a definition. Note that a definition is not a description. We describe an individual, but we define a class. We describe a particular horse, but we define "horse." Strictly speaking, nobody ever saw "horse." It is an abstract notion, an invention of the mind, a sort of composite photograph of all horses. What we see is a horse, some individual of a particular color; but "horse" has no particular color.

We must presently illustrate these four types of explanation: exposition of method, exposition of cause, exposition of kinds, exposition of a class. First however we must note that each of these four types may be less practical or more practical. Each may be merely scientific or it may be "applied." Each may be less functional or more functional. You may explain the theory of gravity in a purely scientific mood, little dreaming of its practical application. But the minute you want to sell your gravity engine or your gravity binder, gravitation becomes a practical principle. Then you have to show the customer how your device enables him to cash in the law of gravity. There is probably no scientific principle so abstruse that it may not be given a practical twist by a skillful business writer. Indeed, there is a whole school of philosophers who believe that it is only because man is a practical animal that he has any scientific interest or intellect. Of course the scientific man won't admit and shouldn't admit that his investigations are all actuated by the love of money. To do so would make him hasty and careless, for you can't safely cash a scientific principle before its credit is established at the bank of truth. But sooner or later everybody makes money out of every scientific abstraction.

This being so, let us take two illustrations for each of our four types. Let each of the two be decently practical, but let the second be definitely framed with a view to selling goods; let it be taken from some good advertisement. Thus we shall get for each type a less pointed and a more pointed exposition: an ordinary business explanation and an advertising explanation.

§ 92. 1. An ordinary business exposition of method:

HOW TO DEPOSIT

In making your deposit, always head your deposit ticket with your name

exactly as you wrote it when leaving your signature with the Paying Teller, otherwise, it might be credited to some other person. Also, fill in the amount of your deposit as plainly and as legibly as possible. After the receiving teller has checked off your deposit ticket, it is passed on to the individual bookkeeper who has charge of your account. He is only human, and any bad figures on your ticket may lead to mistakes and consequent irritation to you.

Always make out your own Deposit Ticket. The Receiving Teller should not be asked to do this. There are generally other people in line, and they, as well as the Teller, have a right to complain if he has to stop and do this for you.

List your *money* separately as *gold* and *silver*, and, in entering your *checks*, write against each amount the name of the Bank drawn on, and the town, as plainly and briefly as possible. Then add the various amounts and hand the slip to the teller.

When depositing currency arrange the bills so that the ones and twos will be together, the fives together, the tens together, and so on. Have the bills straight and face upward. With the gold and silver follow the same idea. If your deposit is large put the money in packages and label with amount and your name.

By following these directions you will put the Receiving Teller under everlasting obligations. He has a very short time in which to accomplish a great deal, and his position at best is nerve racking.

In endorsing a check, either simply write your name on the back, or write "Pay to the order of.....Bank" and then sign your name. When a check is undoubtedly intended for you, and your name is not stated correctly on its face, endorse it *exactly* as it is made payable, and then endorse as you generally do. For instance, if a check intended for Brown Bros. & Co. is made payable to Brown Bros., it should be endorsed first Brown Bros., and then Brown Bros. & Co.

Checks should be deposited or cashed promptly. You have only until the next succeeding business day in which to collect, or deposit for collection, any check. If you hold a check longer than forty-eight hours, and the bank on which it is drawn should fail in the meantime, you have released the drawer and must take your chances with the other claimants against the bank. For this reason the banks send out all checks deposited with them for collection on the same day, or the next succeeding business day; otherwise they have released both the drawer and the endorsers, if the paying bank should fail or any loss should result by reason of their delay.

Checks drawn on banks in the same town, and which are deposited after the clearing hour, are held over at the depositor's risk, until the next day.—Humphrey Robinson: *A Simple Explanation of Modern Banking Customs.*

2. An advertising exposition of method:

SAFETY AND SANITY

An Advertisement by Elbert Hubbard

Life insurance eliminates chance through the operation of the Law of Average. The knowledge of the Law of Average as applied to the duration of human life is gained in but one way and that is through statistics. Now, there are accurate statistics, not only as to the average life of individuals, but also as to the life of a legacy; that is, how long five thousand, ten thousand, or twenty-five thousand dollars will last the average person who is not used to handling such sums. A widow with money is a shining mark for the mining-shark. I am sorry to say it, because I think well of woman's ability to manage her affairs; but the fact is five thousand dollars usually lasts a widow three years, and ten thousand is dissipated in five years. Doubtless, the average man, not used to having such lump sums come to him, would do no better. Money in a lump sum in the hands of those not versed in finance is a burden and sometimes a menace. It lays them open to the machinations of the tricky and dis-

honest, also the well-meaning men who know just how to double it in a month. Realizing these things, and to meet a great human need, the Equitable is now issuing a policy which, instead of being paid in a lump sum on the death of the insured, gives a fixed payment every year (or more often) to the beneficiary as long as she shall live. On her death any unpaid instalments are to be paid to her heirs in one sum or in payments, as may be desired. Here is a plain, simple, safe plan whereby you can insure those dependent upon you against want and temptation, by insuring them against their indiscretion, and yours. It is the Equitable Way.

§ 93. 1. An ordinary business exposition of causes:

CAUSES OF BANKRUPTCY.

A mercantile agency recently stated that where bankruptcy was due to the fault of the trader, the causes, as seen in the analysis of a year's figures, were (1) incompetence; (2) lack of capital; (3) unwise credit; (4) speculation; (5) neglect of business; (6) personal extravagance; (7) dishonesty. There are many interesting features [conclusions?] suggested by a study of these causes of failure, not the least of which is that bankruptcy is more often the result of a lack of ability than of a lack of capital. It may be interesting to compare these official statements with those of a great commercial magnate, not long deceased. He was asked why people failed in business, and he gave the cause as (1) lack of originality; (2) lack of concentration; (3) the right business, but the wrong man; (4) ignorance of human nature; (5) long credits; (6) failure to read the signs of the times; and (7) dishonesty. Here, then, we have two commercial death-charts, one official and one personal. In some respects they are identical, [different?] but in one particular matter they are absolutely of one opinion, viz. that the greatest capital in business is brain power. You may call it competency, efficiency, originality, or what you please, but the fact remains the same, and places penniless ability in the most hopeful position. Bankruptcy returns are not inspiring reading; they make too great a strain on one's sympathies. But viewed as trade documents, they contain nothing to unnerve the man who is determined to succeed.—*Knowlton: Business!*

2. Two advertising expositions of causes:

(a) The ADDRESSOGRAPH pays:

Because—With it an office boy can address as many envelopes, cards, etc., in one hour as the best typist or penman can in twenty hours.

Because—The work is typewritten and absolutely accurate; consequently no waste of postage.

Because—It facilitates getting circulars and advertising matter out promptly while their thunder and order-getting qualities are best.

Because—It makes it possible to follow up prospects and customers systematically and frequently, which is out of the question when the regular office force is depended upon to do the addressing at odd times.

(b) The Pennsylvania Railroad Terminal in New York City is the central feature of an improvement whose total cost will reach $100,000,000. It is a magnificent structure built for efficiency, almost regardless of cost.

It is covered with a Barrett Specification Roof, with vitrified tile surface.

Would such a roof have been used on this magnificent, modern, fireproof structure if anything better could be obtained at *any* price? Surely not.

The fact is, a Barrett Specification Roof is the most economical roof covering yet devised. And it has a record of 50 years of satisfaction behind it.

§ 94. 1. An ordinary business exposition of classes:

THE TWO KINDS OF CORPORATION LAW.

From this brief statement of the nature, functions, and relations of a corporation it will readily be seen that there must be two main departments in the whole system of corporation law.

On the one hand there must be a body of law which defines the conditions under which, and the manner in which, corporate entities can be brought into existence; which determines the legal status, that is, the powers and capacities of such entities; and which specifies the conditions under which, and methods by which, their existence can be terminated.

On the other hand there must be a much larger body of law defining the mutual inter-relations of the corporation and the various classes of persons connected with it. For example, this law must determine the reciprocal rights and duties of the corporation and general creditors, general creditors and stockholders, bond holders and stockholders, common stockholders and preferred stockholders, stockholders and promoters, promoters and the corporation, and so on.—Dr. Harrison Standish Smalley: *Corporation Law* (in La Salle Extension University publications).

2. Two advertising expositions of classes:

(a) There are several types of vinegar, all equally wholesome. Choice should depend upon the taste of the user or the particular purpose of its use; whether for salads or for pickling or cooking. To enable the housewife to get *safe* vinegar of highest quality and use it to the best advantage, we will publish in this space a series of articles on the making and use of Pure Vinegar.

(b) A dismal holiday or a bright one?

Are you planning to loaf away all of the golden hours this summer? Hundreds of bright, active young people away from school or college will idle away the summer simply because they have "nothing particular" to do with it. THE JOURNAL has something very particular to suggest to them, and something even more particular to offer them for doing it. All of them can turn these weeks or months of idleness into shining dollars by accepting THE JOURNAL'S invitation.

§ 95. 1. A sufficient number of literal business definitions will be found in our eleventh chapter. Below are given some less literal and more pointed definitions:

(a) A savings bank is a baited trap for opportunity, and a barred gate against misfortune.—Andrew Carnegie.

(b) There is probably no other single word in the language that better defines success than "system." The larger the business, the better must be the system by which it is conducted; yet whatever its size, system is the essential factor.—*Leon Mandel.*

(c) You may already have a sufficiently ill-opinion of poverty, but you may not understand that one is already poverty-stricken if his habits are not thrifty. Every day I see young men—well dressed, with full purses and something of inheritance awaiting them—as plainly foredoomed to poverty as if its rags hung about them.—T. T. MUNGER: *On the Threshold.*

(d) Merchants of the greatest executive ability and highest efficiency are able to secure the maximum of cheap production through the legitimate factory system. Men of less business ability, in order to compete successfully, avoid the factory system of production and make use of the sweat shops instead. The sweat shop is, therefore, in a single word, an evasion, under the stress of competition, of the factory system of production.—*Prospectus of the New York Consumers' League.*

(c) "What is Elkerson now?" "Oh, he's a wobbler still," replied the other. "He was no good in the linen warehouse with his father, so he tried a tannery in which his father bought him a junior partnership. This, too, was a failure, as he refused to look at a raw hide, and wanted at once to sell the leather he did not understand. I believe since then he tried an agency business, and one or two other things, and the last I heard of him was that he was coming home from a lemon ranch in California." Here is a wobbler of the first order, and the sorrowful feature is that his wobbling was so handsomely financed from home.

2. Two advertising definitions:

(a) Grape Nuts is a scientific, partially predigested food, containing the vital elements of wheat and barley for rebuilding body and brain. It is easily and quickly assimilated, and does not detract from the morning's energy as do many other foods which are hard to digest.

(b)

WHAT IS A COPY-WRITER?

The title Copy-writer as applied to an Advertising man stands for——what?

There are thousands of Copy-writers. Almost every man who can write good English thinks he can write good Advertising Copy.

And so he can—of a kind.

But the man who assumes the responsibility of selling goods through printed words should be something more than a writer. He should be writer-and-salesman, writer-and-advocate, writer-and-Business-man, combined.

Such a man, if he is worth while, forgets about his writing ability. When he has Copy to prepare he throws off the title of Copy-writer and takes on the more responsible role of Sponsor.

Instead of outside man he becomes inside man—Director, Organizer, Sales Manager, Owner, Promoter, Investor, Organization Man. He not only sees the business but is the business for the time being.

To a man who is big enough to prepare Advertising Copy the writing isn't the great thing; it is almost the least thing. He doesn't deal in words: he deals in ideas.

In every business worth while there should be a constant and urgent demand for Advertising Copy of the very best kind. The standard of yesterday isn't good enough for today. The printed words of this week should be improved next week.

The Ethridge Copy Department is organized to meet the most exacting demands of Advertisers. It is an assemblage of picked men of ripe experience whose work reflects brains, intelligence, grasp.

If you want to sell goods through printed words or if you have a problem that calls for talent of the kind described above you can use the Ethridge Copy Service with satisfaction and profit. Write for terms.

CHAPTER XX.

BUSINESS ARGUMENT.

§ 96. Argumentation is the art of winning others to your view of a proposition. In a higher sense it is the art of winning others to a true proposition. In a still higher sense it is the art of convincing others of the truth of a true proposition, and of persuading them to modify their action in the light of that truth. Let us take the word in this third sense, since the best is none too good for us.

There was a great deal of argument in ancient days as to the method of persuasion. Aristotle made it clear for ever that the finest argumentation is intellectual and cool; that the finest audience is one which is moved to action through the reasoning process, and not through the feelings. But he recognized that men are creatures of emotion as well as of reason, and somewhat contemptuously gave directions for stirring up prejudices and passions.

Later rhetoricians continued to discuss the point. Cicero said that audiences had grown a little tired of seeing the prisoner's wife and children brought into court to move the pity of the beholders. He related with relish the story of one orator's discomfiture; on drawing aside a curtain to display the weeping children, the speaker found that the boys had got tired of waiting and had run away to play.

Business English cannot overlook the persuasive power of appeals to human instincts. But more and more it depends on "showing" and "the reason why." There are of course limitations to these means. Advertisers often search in vain for the reason why reason-why copy does not bring the desired results. But the movement away from appeals to prejudice and passion will go on. As the public becomes more and more discriminating, it will more and more demand to be shown. And of course argumentation within a business itself will always be

comparatively cool in tone. Explanation is about the only argument that a manager will listen to.

Therefore exposition is the greater part of argument. All that has been said in the preceding chapter is applicable here. Our nineteenth chapter is taken up into the twentieth, just as the eighteenth was taken up into the nineteenth. The chief difference between pure explanation and pure reasoning is in the subject. In pure argument the speaker and the hearer are supposed to have different opinions at the start. Argument concerns principles which are not so quickly accepted as those of pure exposition. There is no disputation, ordinarily at least, about the law of gravity. It needs merely to be set forth to be accepted. But you have to prove that the law of gravity makes your gravity-engine the best.

§ 97. The outline of an argument is called a brief. It consists of a series of propositions, not of mere topics. Not infrequently the brief of an argument is printed as an advertisement. One has already been given on page 147. Here is another:

"The magazine supplement for Sunday papers is destined to be the greatest advertising medium in the field in less than five years."

The Literary Magazine

has made a growth during the past two years that justifies the statement

It Is a Winner

Because it has to be high class in every respect to satisfy the publisher who buys it.

Because the Sunday newspaper reader is the best in the world.

Because the magazine goes into the home Sunday morning; the time the business man has time to read.

Because the magazine has not only its own prestige, but that of the home Sunday paper as well.

A solicitor would take that brief and expand it. He would start with a word of introduction. Then he would give the first argument and support it by evidence. He would pass to the second proof and prove that. And so on, giving just as many subordinate "proofs of proofs" as the prospective buyer of space seemed to need. Some buyers would need very few proofs, others a good many. The whole brief would have three main parts:

I. Introduction.
II. Discussion.
III. Conclusion.

In the conclusion the solicitor would make some appeal for immediate action.

The Discussion part of the brief would perhaps read as follows, provided the customer required detailed proofs:

The magazine supplement for Sunday papers is destined to become the greatest advertising medium in the field in less than five years, because:

I. It has made a growth during the past two years that warrants the statement, for

A. Reliable statistics show it, for

1. Authority A is reliable for two reasons,
   reason a
   reason b
2. Authority B is reliable, for three reasons,
   reason a
   reason b
   reason c

B. The growth will continue, for

1. Prejudice against Sunday papers is dying, for
   (a) The Puritan idea of Sunday is dying, for
   reason a
   reason b
   reason c

II. High class mediums are the greatest mediums,

1. Reason A
2. Reason B

III. The Sunday supplement is high class in every respect, for

1. The publishers would not buy it if it weren't, for
   (a) Their patrons demand a high-class Sunday paper, for
   1. It is read by the whole family
   2. It is read by business men, for
   (a') They have time Sunday to read, for
   1' Many do not go to church, for Statistics show it.
   2' Those who do go still have time.

This brief of the Discussion carries the subject far enough to show the theory of a brief. It does not correspond exactly to the five propositions of the advertisement, for we find those propositions not to be strictly co-ordinate. And even as revised above the argument may be at certain points difficult to prove.

For instance, the term "high-class" is not carefully defined. It is doubtful whether the writer could define it; and yet it is fundamental in a good argument that the terms of each proposition shall be clearly defined. The Century Magazine is a high-class publication, yet its circulation is not a quarter so large as that of some Sunday papers. When the writer says that the Sunday magazine is strictly high-class in every respect,

and that its readers are the "best" in the world, just what has he in mind? "Best" of course means to him the best to place advertisements before. But size of circulation is one of his strong points too. And the very best spenders in this world—are they so very numerous? The writer's whole thought in this matter is vague and undeveloped, and very likely a good brief could be made against him.

There are other difficulties. How is he going to prove III 1. (a) 2.? That declares that business men read the Sunday literary supplement because they have time to do so. But how do we know that they don't toss it unread to their wives? That is a difficult point on which to gather evidence.

§ 98. Evidence! If you have looked into business law you know the importance of evidence. You know that it is of different kinds and values. Direct evidence is supposed to be the best, but it is subject to discount because observers vary so astonishingly. A carpenter can give evidence as to the size of a room after merely glancing at it; some people couldn't after working at it with a foot rule. People suffering from nervous excitement report colors wrongly, and lengthen seconds into minutes. Indirect evidence is often laughed at, but some, as Thoreau said, is pretty strong, as when you find a trout in the milk pail. And many a man has been hanged on indirect evidence. Statistics, they say, can be made to prove anything. We can't do without them, but the writer of argument should make sure of the source of them and the method of their compilation. And if he quotes authority, he must be sure that it is authority. Careless (not to say fraudulent) citation of so-called authorities is one of the crimes of business English.

§ 99. The commonest errors in argument are four: (1) reasoning from undefined terms; (2) reasoning from insufficient data; (3) reasoning from analogy; (4) reasoning *post hoc propter hoc.*

The second of these errors is called hasty generalization. One swallow does not make a summer. The fact that a greenhorn catches a big fish the first day—it may be a real fish, or metaphorically it may be a customer—is only one sign that he will catch big fish steadily.

Reasoning from analogy is by no means to be despised, but

it is to be used with caution. Mr. Gifford Pinchot has said that Americans have used up their forest just as a foolish shipwrecked sailor drinks up all his supply of fresh water the first day. That is a good analogy, and it happens to be true, because it rests on a psychological fact. But not every analogy will hold. The shipwrecked sailor may be in a place where he can't dig a well. But Americans can plant and protect trees.

Post hoc, ergo propter hoc is the old phrase for mistaking what follows for what results. "After this, therefore because of this." You eat a baked apple and have a bad dream afterwards. But the dream may possibly have resulted from the Welsh rabbit which preceded the baked apple. You sell goods after advertising; but only heaven knows whether the sales resulted from the advertising; in some cases they resulted in spite of it.

§ 100. So much for the principles of reasoning. It is not much, when we consider the volumes that discuss practical logic and argument. But we must hasten on to the principles of persuasion. Persuasion follows conviction. It aims to move the feelings and induce action. That does not mean stirring up a gust of feeling which ends in mere feeling or tears or smiles. It means getting people to take a new attitude and act accordingly.

This means knowing men—yes, and women and children. In the second book of his Rhetoric, the great Aristotle attempted a popular psychology of different audiences—young men, middle aged men, old men, rich men, poor men, etc. Young men are rash, for youth is a sort of wineless intoxication. They must be addressed accordingly. And so on, and so on. Aristotle has nothing to say about the character of women; evidently he didn't count them in. But nowadays the cold-blooded advertiser studies women as well as men. Women, he tells us, will read longer letters than men will; demand pictures and samples more than men do; and come to get their money back if they are not satisfied. The last point is interesting. A man who is fooled out of a small sum will say, "Oh, let it go; the fellow meant well enough." The woman, for various good reasons, is less easy-going. This fact calls attention to the complicated problem that the advertiser has on his hands when he attempts to argue with the ladies.

But this practical study of human nature is going on all the time in business. And every particle of it bears upon oral or written argument. Here is an extract from System:

"Never try to find out exactly what a customer wants," was the decision reached at a recent class of saleswomen, which was addressed by Mr. Greenbut the head of the big New York department store that bears his name.

The theory is that the customer has vaguely in mind an article or piece of goods that she has seen elsewhere or that she has pictured in her own imagination. By asking her [By being asked] to describe it in detail she must picture a more clearly defined article and she is more likely to insist upon getting one just like it or upon looking elsewhere for it. In this case a purchase may be lost or worse a customer may be lost permanently—a circumstance which every salesman endeavors always to avoid.

By showing her [If she is shown] an assortment of such articles before she has definitely formulated her opinions, she is more inclined to see the advantages of other styles and thus be led to purchase not only something the store has in stock, but something better adapted for her purpose as well and she goes away satisfied at the same time.

"Never ask a customer what she wants to spend" is another dictum that was laid down. "If you offer her a high-priced article, she is more flattered than offended."

In Scott's "Psychology of Advertising" the older student will find a systematic discussion of the instincts and feelings to which an argument may appeal. Some are, the sense of beauty, the sense of sympathy, the instinct for gain, the instinct for food, the clothing instinct, the hoarding instinct, the hunting instinct, the constructing instinct, the social instinct, the maternal instinct, the instinct of reverence. All of these may be appealed to in the processes of buying or selling. Put in this abstract form, they seem a little too scientific, perhaps, for practical use. Literary art is itself partly an instinct, and a good writer produces effects without exactly knowing how. Practical advertisers are a little suspicious of any attempt to reduce the arguments of advertising to a psychological basis. Many prefer to depend on statistics. But statistics—especially for shop sales—are hard to get at. More and more there will be the effort to reach a scientific basis of some sort for argumentative advertising.

At present the whole subject of business argument, and especially advertising argument, is not without its humorous aspect to a literary man. He has seen the public taking a certain kind of book greedily to-day, and absolutely refusing it tomorrow. And he watches with amusement the advertisement writer who succeeds astonishingly with one kind of argument to-day, and

sees it fail completely tomorrow. The public—or the publics, for there are many—seems at times as uncertain as trout. But it is some consolation to writers to know that Shakspere and Dickens keep on selling. And this is because there is a deep human appeal in these men. By the same token, the man of business argument will never fail to hope that by appealing to genuine human needs he will some day see his goods become staple and stock, and pass beyond the need of special pleas.

It is interesting to note the many means by which writers attempt to close with persuasion. They make a last appeal. Very often it is an imperative:

Do it today.
Just clip this coupon and send it.
If you would be a leader, not a subordinate, write today.
Remember that this booklet is absolutely free.
Your copy is waiting for you—send for it.
To get this appointment you must act at once.
Just make a notation at the bottom of this letter.
You may never have another chance.

Such endings are not arguments. They are commands and suggestions. The advertising pages of some magazines are filled with them, and as you read you seem to be at an amusement park, with the raucous cries of barkers commanding you to enter; or in a camp-meeting, where an evangelist is exhorting you, more or less hysterically, to come and be saved from hell-fire. They have their effect, however, precisely as the barkers and the exhorters have. But in some magazines they are rare. There are some people who don't care to be ordered around, and in whom a command produces what is called the contrary suggestion.

Let me close this chapter with two good pieces of business argument of some length. The first is abridged from the New York *Nation*. The second is a part of the famous Liverpool speech of Henry Ward Beecher, against slavery.

BUSINESS AND PLEASURE.

1. A few days ago, an item of news which attracted considerable attention told how a man who had begun life as a bank messenger at the age of fourteen rose to the presidency of the greatest bank in Chicago. Mr. Reynolds, it was stated, "has never lost a day from sickness; he has never taken a vacation that did not have business inside; he does not drink; he does not smoke; he does not play bridge; he does not play golf; he has no favorite author; he has no hobby but banking; he has no country residence; he does not even take exercise; he

works nine hours a day." Mr. Reynolds himself declared that he had adopted as a rule of life the maxim, "Make your business your pleasure."

But the problem of life obviously admits of no such simple solution. Even if we were to suppose that everybody could follow the prescription if he chose, and that it would be a good thing if everybody did follow it, we should be confronted, first of all, by the manifest impossibility that the result should be similar to that recorded in the case of Mr. Reynolds. High distinction for everybody is a contradiction in terms. It is only in comic opera that the prospect is held out for *all* to become rulers of the Queen's Navee as the reward for sticking close to their desks.

As for the maxim, "Make your business your pleasure," it is in itself excellent. To take pleasure or satisfaction in one's work is a prime requirement of contentment. But in most fields of activity, keen satisfaction in the pursuit of the daily business is possible only if a man feels that he is exercising unusual powers and accomplishing unusual results. A man may well be satisfied to be simply an industrious and competent cashier, or foreman, or manager, or what not; but, unless he has a sadly limited range of thought and feeling he can hardly find that this occupation of itself supplies all the pleasure and gratification that he has reason to look for in the world about him.

There is nothing, therefore, to regret, in the fact that we are not all equally great lovers of work. There is room in the world for an indefinite number of comfortable, easy-going people—people who do not shirk work, but whose appetite for it is limited. Here in America, we are quite as much in need of encouragement to make pleasure a business as to make business a pleasure. Both rules are good in their degree; neither is absolute. Keep your nose to the grindstone by all means, if you enjoy it; but don't tell everybody else that he must enjoy it as much as you do.

TO PROTECT LIBERTY IS GOOD BUSINESS.

2. It is a necessity of every manufacturing and commercial people that their customers should be wealthy and intelligent. Let us put the subject before you in the familiar light of your own local experience. To whom do the tradesmen of Liverpool sell the most goods at the highest profit? To the ignorant and poor, or to the educated and prosperous? The poor man buys simply for his body; he buys food, he buys clothing, he buys fuel, he buys lodging. His rule is to buy the least and the cheapest that he can. He goes to the store as seldom as he can—he brings away as little as he can—and he buys for the least he can. Poverty is not a misfortune to the poor only who suffer it, but it is more or less a misfortune to all with whom they deal.

On the other hand, a man well off—how is it with him? He buys in far greater quantity. He can afford to do it; he has the money to pay for it. He buys in far greater variety, because he seeks to gratify not merely physical wants, but also mental wants. He buys for the satisfaction of sentiment and taste, as well as of sense. He buys silk, wool, flax, cotton; he buys all metals—iron, silver, gold, platinum; in short, he buys for all necessities and of all substances. But that is not all. He buys a better quality of goods. He buys richer silks, finer cottons, higher grained wools. Now, a rich silk means so much skill and care of somebody's that has been expended upon it to make it finer and richer; and so of cotton, and so of wool. That is, the price of the finer goods runs back to the very beginning, and remunerates the workman as well as the merchant. Indeed, the whole laboring community is as much interested and profited as the mere merchant, in this buying and selling of the higher grades in the greater varieties and qualities.

The law of price is the skill; and the amount of skill expended in the work is as much for the market as are the goods. A man comes to the market and says, "I have a pair of hands"; and he obtains the lowest wages. Another man comes and says, "I have something more than a pair of hands—I have truth and fidelity";

he gets a higher price. Another man comes and says, "I have something more; I have hands and strength, and fidelity, and skill." He gets more than either of the others. The next man comes and says, "I have got hands and strength, and skill, and fidelity; but my hands work more that that. They know how to create things for the fancy, for the affections, for the moral sentiments"; and he gets more than any of the others. The last man comes and says, "I have all these qualities, and have them so highly that it is a peculiar genius"; and genius carries the whole market and gets the highest price. So that both the workman and the merchant are profited by having purchasers that demand quality, variety, and quantity.

Now, if this be so in the town or the city, it can only be so because it is a law. This is the specific development of a general or universal law, and therefore we should expect to find it as true of a nation as of a city like Liverpool. I know it is so, and you know that it is true of all the world; and it is just as important to have customers educated, intelligent, moral, and rich, out of Liverpool as it is in Liverpool. They are able to buy; they want variety; they want the very best; and those are the customers you want. That nation is the best customer that is freest, because freedom works prosperity, industry, and wealth. Great Britain, then, aside from moral considerations, has a direct commercial and pecuniary interest in the liberty, civilization and wealth of every people and every nation on the globe.

You have also an interest in this because you are a moral and a religious people. You desire it from the highest motives, and godliness is profitable in all things, having the promise of the life that is, as well as of that which is to come; but if there were no hereafter, and if man had no progress in this life, and if there were no question of moral growth at all, it would be worth your while to protect civilization and liberty, merely as a commercial speculation. To evangelize has more than a moral and religious import—it comes back to temporal relations. Wherever a nation that is crushed, cramped, degraded under despotism, is struggling to be free, you, Leeds, Sheffield, Manchester, Paisley, all have an interest that that nation should be free. When depressed and backward people demand that they may have a chance to rise—Hungary, Italy, Poland—it is a duty for humanity's sake, it is a duty for the highest moral motives, to sympathize with them; but besides all these there is a material and an interested reason why you should sympathize with them. Pounds and pence join with conscience and with honor in this design.

CHAPTER XXI.

BUSINESS REPORTS.

§ 101. On two successive days this spring I heard from two very different officers the same exclamation. One was the president of a woman's club; the other was a manager in a large business establishment. The exclamation was: "I wish that our people knew how to write a decent report!" But on being asked what was the trouble with "their people's" reports, the two officers responded differently. The woman said, "A delegate sent to a confederation meeting comes back and reports everything except the important thing." The man said, "The boys send in the essential facts, but the slovenly appearance of their reports is a disgrace."

The citing of these remarks is not meant to suggest a sweeping generalization between the feminine and the masculine mind. It is meant to suggest that there is more or less complaint about business reports, and that the general rules for writing business English cover the subject of writing reports. There is no such thing as a special report-English, nor is there any magic recipe for a good report.

§ 102. Nine tenths of all reports are written to superior officers or bodies. The other tenth are not called reports; they are called directions. But it is obvious that the sales manager who gives the salesman directions is bound to do some reporting. He reports to the salesman what he knows about a given territory and the customers who inhabit it. A new salesman in particular must be informed as to what dealings the house has had with a given customer up to date, and this information makes all the difference in the salesman's approach.

And the specific personal information written out for him by the manager is not the only kind of report from above that a good salesman will study. The reports of managers to the firm are of use to him. Here is an incident told by Mr. Walter D. Moody, in his "Men who Sell Things":

I remember on a certain occasion issuing a statement to our traveling force, which was intended to inspire in them an optimistic survey of the month upon which we were about to enter. The statement contained facts and figures of the month just ended, showing the percentage of increase in various departments, and wound up with a forecast of the month to come as viewed from the standpoint of the managing staff. The men were all in from the road, winding up a period of house trade, and about to depart for a "filling in" trip.

A few minutes after the letter had been distributed, I chanced to saunter down "Salesmen's Row," the name the stock-boys had given the aisle that skirted their long row of desks. My approach was unnoticed by a group of salesmen clustered about the desk of one of our "Sons of Rest," who happened to have the distinction of being the ringleader of a small coterie of professional critics.

He was reading aloud to the others from my statement, and had reached the part concerning the forecast of the coming month, when he laid the paper down and in a voice of withering sarcasm said, "Umph! The idle dream of an office man."

Catching the exclamation on passing, I wheeled and squarely faced him. Perceiving me standing there for the first time, he became confused. His eyes sought the floor as he blurted out, "A fine letter, sir, and right to the point. Hit the nail right on the head. Yes, sir, hit the nail right on the head."

Six weeks later the man who led the force in point of sales and general efficiency bustled into my office, just in from his trip. Warmly extending his hand, he said in tones of deep appreciation:

"That statement you compiled just before I left home did the business. It helped me wonderfully. It was tough work landing business this trip; but on one occasion when I had sweat blood with a dealer in my sample-room without being able to sell him, I pulled out your letter and read it to him. Stamped as it was with the authority of the house, it made an impression, helping me to get some hard orders that otherwise I would have lost. Send me that kind of stuff as often as you get it out."

§ 103. This incident points out that reports are made to use, and that fact is very important. The writer of a report must never lose sight of it. Once more we run upon the situational or functional nature of business English. The writer of a report may have authority to make recommendations or he may not. But his stuff must be readily grasped by the man who is to use it, and if it is rightly done it has all the force of a recommendation.

The situation! what a variety of business reports it creates! Reports are demanded of salesmen, managers, committees, executive committees, secretaries, treasurers, presidents, experts, attorneys, accountants, market-reporters, consuls. No officer is exempt.

In literary quality they vary all the way from the accountant's report, which is mostly figures, to the consul's report, which (at least it was so in the good old days when Mr. Howells represented us at Venice) may begin with a few remarks on the crops or the export trade and then run off into all sorts of hu-

man interests. In length they range from the daily page sent in by the salesman to the big volume signed by the president of a corporation or a university.

§ 104. They include every type of discourse, but the basis is narration. This fact throws light on the complaint made by the president of the woman's club referred to above. Her delegates followed the time-order, and told everything that happened, much as if they were writing a letter of personal gossip. But a trained reporter saves gossip for personal letters, and keeps it out of his report. It requires great judgment to select from the doings of a convention the few things that are intensely interesting to your constituents, and narrate them in such a way as to show their importance. Like Burbank, a good reporter throws away a thousand plants for every one he keeps.

The narrative of a report may be personal or impersonal, according to the type desired by the superior office or body. If a personal narrative is demanded by the nature of the events, then to avoid it is only a mark of inverted egotism. How absurdly majestic it sounds to write "A ticket was bought for New York" when you simply mean "I bought a ticket for New York."

There lies before me an attorney's report which is all narrative, couched in the first person singular. That is because the client was interested in nothing but an exact account of what the attorney had done. The paragraphs begin with such phrases as these: I have just closed the transaction of; Two of said notes being for * * *, I have * * *; I received this morning a letter on this matter from; As soon as I could arrange an appointment, I; We went together to the bank; Before I left Chicago I impressed it upon the Blank Company that; After talking the matter over on the telephone, I; I have an appointment with Mr. Blank this afternoon; It was necessary to do this, as; If you care to have me go; I shall endeavor to report to you promptly from time to time until the matter is closed up.

There lie before me several daily reports of a salesman who is on the best of terms with his manager. They tell the story of each day's work without a superfluous word. They are respectful enough, and the manager's first name does not occur in them. But in each there is some little human touch which sets

me smiling. These flashes of humor are not irrelevant to the business, but throw light on it. And they must have been more acceptable to the manager than a surly tone or a boastful tone or a dry tone would have been. Some salesmen can send a ray of sunshine into the manager's office daily.

But impersonal narrative is often demanded. The report of an executive committee may very properly use such terms as: It was found; It was thought best; It was decided; The following arrangements have been made; This fact was taken into account; Your committee agreed. The reports of engineers, chemists, certified accountants, and experts of every sort are always impersonal to the last degree. Favorable reports are favorable, and there is an end to the matter. Adverse reports are adverse; the expert is not called on to expatiate either upon the adverseness or upon his own cleverness in discovery. No irony or humor is called for save the grim irony of the facts. There lies before me a special report of a committee of one which begins by uncovering a serious shortage. Note the following simple words:

TO THE BOARD OF TRUSTEES OF THE UNIVERSITY:

Gentlemen:—In November, 19—, the undersigned was requested to co-operate with the Investments Committee in examining the securities belonging to the University and in examining the accounts of the Treasurer. A rapid examination was made of the securities and of the books, and then Mr. John Doe, an expert accountant of ————, was retained to make a more detailed examination of the accounts of the Treasurer and of the assets and securities in his hands. I beg to call your attention to certain matters developed by my own examination as well as by that of Mr. Doe:

FIRST

In the Treasurer's report for the year ending in June, 19—, and in subsequent reports you will find reported "Bills Receivable with collateral security consisting of life insurance policies appraised at their cash surrender value, and other sound securities." The facts in respect to certain of these securities do not support such statement in the report.

§ 105. As has already been remarked, the purpose of a report is to furnish facts that can be used. And there is every grade of attitude on the part of the writer, from bare presentation of statistics up to recommendation and even dignified persuasion. In the following extract Dr. Samuel MacClintock, when reporting from Honduras as consul to Puerto Cortez, wove together narration, description, and exposition to indicate a certain need:

There would seem to be an excellent opportunity to establish a branch of a good American banking house in Honduras. The country has a population of 600,000 or 700,000 inhabitants, and is greatly in need of capital and population to develop its latent wealth. It is rich in deposits of gold, silver, and copper; in forests of mahogany, cedar, pine, and other valuable woods; in bananas, sugar cane, tobacco, corn, rice, and other vegetable products; and in its capacity, as a cattle country, to supply meat and hides cheaply.

During 1908 Honduras imported from the United States $1,946,838 worth of goods, and exported thither $1,540,780 worth. The only bank is the Bank of Honduras, at Tegucigalpa, with a branch at San Pedro Sula, and having a paid-up capital of 417,500 pesos. The bank does little more than a loan business, charging one or two per cent per month. It buys little commercial paper, and sells almost no exchange, having insufficient connections in other countries. Its dividends average twelve per cent per annum, and a large surplus has also been laid aside in addition to this.

Merchants not being able to get paper discounted easily are driven to the purchase of foreign exchange through mining and other companies, sometimes having to pay for a 30-day draft a premium of 270, while remittances within the country cost an average of three per cent through commercial houses, or the money itself often has to be sent overland.

The Government, aware of the desirability of providing better facilities for transacting business, granted in 1908 a very liberal concession to a firm seeking banking privileges here. Owing, however, to some disagreement as to the guarantee deposit the matter is now pending.

It is probable that $5,000,000 of American money is invested in Honduras today. The country is only three days from New Orleans and fully seventy-five per cent of its foreign trade is with the United States. Nearly all the work being done in developing the country is being carried on by Americans. Only a good American bank is needed to bind this market to Americans completely.

There is here no definite recommendation, because the purpose is merely to suggest an opportunity for private capital. But when the privilege of a definite recommendation is given to a reporter, he has his great chance. The recommendations of a report are the test of all the literary skill and business judgment that a man can master.

Half the recommendations made in business reports are vague because the writer has not grasped the subject. He does not know for certain what ought to be done. He hasn't the brains for the situation, or he hasn't studied the subject closely enough to get his thoughts into definite shape. But suppose that he does understand the situation and has the right recommendation in mind. He may yet spoil his report by lack of attention to the form and method of his recommendations.

No reporter can ever be quite sure that his report will be adopted in its entirety. He can't know exactly how the man or the men will take it. He must always reckon with differences of opinion, and is often half paralyzed with fear of recommending

too much. But it seems safe to advise the report-maker on three points:

1. Make your recommendations definite but simple. Many a counsel would go through if the nub of it were contained in a short sentence. It is the too definite details which get caught in the sentence and make the hearer impatient with the whole.

2. Make your recommendations comparatively few.

3. Give your reasons first. Prepare the audience, leading up to your point gradually, and with profound attention to the character of the man or men you are addressing.

The following report is a good one, except that some of the sentences are too long, and some of the recommendations are hidden in the middle of paragraphs:

REPORT ON SHORT WEIGHTS.

The committee of the Western Fuel Association at Spokane, Wash., which was appointed to investigate the cause and remedy for shortage in carload shipments of coal last month, made its report as follows:

"We, your committee appointed to prepare a resolution on the matter of short weights and railroad deliveries, beg to report as follows:

"We find that the retail coal dealers in Spokane and throughout the Inland Empire, are sustaining a disastrous loss on coal shipped from certain mines to their yards, said loss being represented in the difference between the mine weights on which settlements for freights and mine cost of coal are based, and the weights of the coal delivered by the railroad companies hauling the coal. We find that the loss appears to be almost wholly caused by incorrect mine weights and by pilfering while enroute, and incorrect weighing is almost wholly caused by the fact that the mine making shipments accepts as correct the stenciled weight marked on the cars, in computing the net weight of coal, and as the stenciled weights on cars are very rarely correct, errors are bound to occur where this system is practised.

"Therefore, we recommend that all mines shipping coal to members of this association be instructed to weigh all cars light to ascertain the tare weight, and use a self registering scale, and furnish with each car shipment the ticket from this self registering beam. The necessity of some action of this kind is shown by the fact that where coal is weighed in cars where the tare is ascertained by actual weight, as from Lake Superior points and some of the mines shipping into this territory, there is very little loss from incorrect weighing.

"We recommend that this association adopt and furnish to the mines a uniform seal to be placed on all box cars of coal shipped to members of this association, and that the railroad companies accepting shipments under these seals be requested to not break seals enroute and that inspection be made only at destination if inspection is desired by the railroad company. We recommend that the railroad company making deliveries be requested to re-weigh (loaded and light) all cars arriving at destination with the association seal broken, or where shipped in open cars, excepting in the case of steam coal, which will not be weighed excepting on special request of the consignee.

"We also suggest that the railroad company be requested to expedite all claims filed for shortages of coal when the shortage is ascertained by re-weighing cars as above outlined. We also recommend that the several railroad companies delivering coal to members of this association be requested to adopt stringent rules regulating taking coal from cars enroute for company use, thus prevent-

ing the use of commercial coal by railroad employees, which occurs to a large degree where shipments are made in open cars. We recommend that the railroads be requested to use more stringent measures to prevent pilfering of coal from cars enroute.

"We recommend that the secretary of this association be instructed to inform all mines from which members of this association are buying coal as to our action in this matter, with an earnest request that they immediately take some steps to conform with the above request and that all mines conforming to the foregoing be considered by the members of this association as more worthy their patronage than those refusing to show a disposition to comply with these resolutions. We also recommend that the secretary be instructed to take all necessary measures to carry out the recommendations of this committee."

CHAPTER XXII.

ADVERTISEMENT ENGLISH.

§ 106. Is there such a thing? Is there some special brand of English which we may call advertisement English or advertising-English? [The hyphen is not really needed there, but one doesn't like the suggestion that English may be advertised.] Is there some special vocabulary of English that sells goods when all others fail? Or is there, perhaps, some vocabulary that ad-writers have a preference for whether it sells goods or not?

No, English is English, and there is not a decent word in the language that may not conceivably help to sell goods. No, there is no special vocabulary affected by ad-writers, although Mr. Charles Austin Bates did say, a few years ago, that "ordinary 'advertising English' is generally stilted and awkward." On that subject we shall presently have something to say, but meantime the point to emphasize is that there are nearly half a million words in the English language. The word *ichthyosaurus* will not sell goods to the average man, but it might be a killer with museum-men.

The title of this chapter, then, does not refer to some new discovery in philology. It refers to a branch of the art of English composition. But at this point a chill runs over the author. Was it not expressly stated on page 4 that we cannot draw a sharp line between business and business English? If that principle is sound, we cannot draw an absolute line between the art of advertising and advertisement English.

And what do I know about the art of advertising? Precious little! I am an outsider, and must give my impressions as merely a student of composition and literature.

Literature! But on looking into Mr. Bates's book on Good Advertising I learn that advertising is not literature. Over and over again, Mr. Bates declares that advertising is not literature but business. Other writers declare the same thing. And when I talk with friends who are professional advertisers, they don't

say a word about literature. What they chiefly do is to describe the other fellow's ads as bunk. Bunk is a slang word. You can find it in Chapter XI.

Well, if by literature we mean only such writing as is going to endure for ages and fit all sorts of occasions as if by magic, then of course advertisements are not literature. Literature may be turned to advertisement purposes, to be sure, and I never see those fine words of the sentinel in Hamlet, "For this relief much thanks," without thinking how cleverly the human epidermis quotes it apropos of Hand Sapolio. But even the quoting of literature in advertisements is a doubtful business. R. L. Stevenson could have made it pay. But the average adwriter usually sets the buyer to thinking about the author or the quoter's presumption, not about the goods. "There is no new thing under the sun.—*Shakspere,*" wrote one literary adsmith, whereupon he began to get letters saying that "Shakspere" ought to read "Solomon." And then the biblical critics had to be appealed to, to find out whether Solomon wrote all the Proverbs.

Writing may be ephemeral—what writing is not?—and still be literature. If it meets the immediate situation perfectly, even a single sentence may be genuinely literary. One hears children say things casually that are so original and apropos that they seem like triumphs of art. And now and then an advertising phrase will linger in the mind as pleasantly as an epigram by some famous phrase-maker who wears the laurel.

And what is the situation which a good advertisement meets? Roughly speaking, it is that indicated by the word itself. The word advertise means to inform or to give notice.

Information may be general or special. Special advertising tells exactly what an article is and where it may be found. General advertising educates public opinion by informing it concerning new articles, their uses, and the reasons why they should be used. A first-class advertisement, one would say, combines the general with the special. It educates the public, and at the same time shows where and how some special article may be found.

There can be no question that advertisements have furnished vast amounts of general information and instruction. It has

been creative instruction, arousing new desires and making the standard of taste by which the article is enjoyed. Food knowledge, clothing knowledge, soap knowledge, even knowledge of raw materials like coal, has been inculcated in the American people by systematic and long-continued advertisement. And all this is legitimate within the terms of the word.

The plain literary man to-day likes an advertisement if it succeeds in bringing to his notice some article of real merit that he needs, and tells him how he may get it easily at a fair price. He does not object to an advertisement that does a little more than that. If it leads him to imagine some way by which he may obtain a luxury, this too interests him. Plain literary men differ, it is true, as to needs. Some are content with poor clothes. Some never dream of an outing. Some think that their odd dollars should go to the United Charities. But most of them have weak points. Most of them can be caught by some advertisement, if it is only that of a washing machine which promises to give the literary man a little more of his wife's company. And some, a few, an ambitious remnant—wish to allow themselves everything that the rich have except money. These are the reasons why the teacher or the writer thinks that an advertisement should be a piece of information.

He wants it definite, because of all men he is the laziest. He begrudges every minute that he must give to business. He hates to go to several shops for an article. He does not mind writing short letters, or signing checks, or attaching his name to a coupon. But he does not want to leave his books or his laboratory if he can help it.

Now these may not be literary reasons for wanting an advertisement to be as above described. But they are the literary man's reasons. And I cannot help thinking that they are in general reasons which the average run of human beings would share. I recognize that there are exceptions. The literary man does not care much for Shaksperian quotations or humorous stories or Josh Billings anecdotes in advertisements. He is fastidious about these things. They do not sell goods to him. It may be that other persons do care for them. But before we can discuss the kinds of advertisement English which appeal to different groups, we must try to hit on a few things which appeal

to all alike. And so, at the risk of being charged with reasoning from personal tastes, I am going on with the naive assumption that an advertisement should be a piece of definite giving-notice. It should inform.

To inform does not mean to scare, to amuse, to be irrelevant, to disgust, or to lie. If the main effect and chief impression of an advertisement is startling, or amusing, or irrelevant, or disgusting, or false, it seems to me bad from the literary point of view. This is not saying that gentle shocks of surprise or amusement nullify the effect. They may enhance it. It is rather pleasant to be asked, "How do you do—without Ammo?" But if the copy is, as we say about books, "too strong" in these minor respects, the main effect is lost.

§ 107. To inform is not to scare. Of course not. Couched in these general terms, how can the proposition be of any service to the young ad-writer? Well, it may scare him into being a little more discriminating. What scares a man on March thirty-first may not scare him on April-fool's day. Yesterday the first thing that caught my eye in the Chicago Tribune was the words Get Your Gun!, but as the day happened to be July fourth and not October first, I knew that it was no call to arms or to the Michigan woods. It was only a cheerful way of inviting you to insert a want-ad in the Tribune. To the mind of the excited young man it seemed that Tribune want-ads are rifles that slay the customers. These bloodthirsty figures of speech are constantly on the lips of the ad-writer. In the second paragraph of this mild chapter I used the word *killer,* because all my advertising friends do. To hear them talk about "making a killing," you would think they were bad men. They have other gentle ways of attracting attention. Not to mention those pictures which point a gun or an insolent finger at you—I should think a visiting cowboy would fill them with lead—they greet you with Stop! or Fire! or some other explosive order. We are learning not to be frightened by these shrieks, but new and more terrible ones will doubtless be forthcoming. Some men may like to be held up that way. Some women may; Shakspere speaks of ladies who, "gladly quaked, hear more." But one of these Stop! ads looks a trifle foolish after the first glance. It continues to summon you to stop. And it is a fair question

whether every such ad is not too "strong." Isn't the name of your goods more interesting than Stop?

§ 108. To inform is not to amuse. Farmers read the funny stories in the almanac, and usually vote that half of them are not funny. But they keep the almanac because it is an almanac, not because it is a joke book. It would be interesting to see a thousand sworn statements from farmers as to whether the funny stories were what led them to buy the medicines therein advertised. In the country newspapers it is still a custom to get attention under false pretences by printing a long joke with a joker at the end in the shape of an advertisement. Such ads may sell goods, in spite of the resentment the reader feels at being fooled. But is it not in spite of the story instead of on account of it?

As to humorous rhymes, they doubtless amuse when they are good; and they need not fail to inform. Unquestionably the Lackawanna Railway has used them to good advantage. But poor rhymes are disgusting, and clever rhymes are difficult to construct. I don't mean rhymes that are perfect by purely metrical standards, for the great public is not very particular about niceties of that sort. I mean clever rhymes, which fix the information in mind by a neat turn of wit. There were some admirable jingles of this sort years ago, advertising what the ad-man called Spotless Town. Doubtless they sold goods—they and the highly decorative pictures. But though I read them daily for years, I could not now tell you what they advertised. It was of course some cleaner—perhaps Sapolio. But the word *town* was just a trifle too strong. It set men to thinking about cleaning up alleys and air, and possibly the advertisers produced more civic effect than selling effect. The ladies could perhaps tell us. At all events, mere amusement does not lead to buying. Do you remember the Sunny Jim placards? They had no descriptions of the thing they advertised—I believe it was a breakfast food. But they cheered the weary public, and may be looked on as a sort of philanthropic enterprise. Imitate them if your purpose is philanthropic, but not if you want to sell goods.

§ 109. To inform is not to be irrelevant. Irrelevance of course is not merely a matter of English. It involves intelligent use of media and knowledge of conditions. In the coal business there is likely to occur a shortage of cars each autumn. When

the shortage is on, an ad which reads WE HAVE THE COAL AND WE HAVE THE CARS means a good deal to a retail dealer. He is not worrying now about quality, as he was in July. He wants coal—good coal if possible but at any rate coal. In time of shortage that ad is relevant. That may not be a remark relevant to business English, but I will contend that nothing could be less artistic in time of coal-shortage than to be advertising quality only. It reminds me of an ancient story of the preacher who, reading hastily from an old manuscript to the boys in the Yale chapel, said, "And now a word to those of you who are mothers." I call that bad art, a failure to observe that the character of oratory must vary with time and place.

And it is bad art to load down an advertisement with irrelevant material. Once more the dictum is general. On the morning after Peary announces his discovery, you can drag in the north pole after a fashion, and perhaps secure attention that way. A certain connection can be for the moment established between the north pole and clothes-poles. But, also, it is fleeting, unless you can show that Peary carried one of your nonpareil clothes-poles north, because he found it indispensable. Even then the sceptical reader may live in Alabama, and have a fear of a pole which is so suspiciously available in cold climates. But Peary and a watch! that is a different story.

The information to be given should concern the goods. The maker's name should be given, and the places where the goods can be found. But the maker's age, ancestry, and color of hair are irrelevant; so is his family; so (in my weak judgment) is his picture, unless he has unhappily got started that way; and so—on the whole—are the size of his factory and the amount of his sales. The glory of the advertiser is of small interest to the buyer. Oh! but success goes a long way, you say, to show that the article is good. Everybody is buying these goods; be in the fashion; get in line. Well, here is a hard point for an outsider to be dogmatic about. Prestige and fashion are influences, doubtless. But they are not going to seduce me from those principles of sound literary art which have been steadily talked about all through this book. You did not object, when we were working on outlines, to the proposition that only unity of purpose produces a high degree of efficiency. Why should you now?

If the Colgates have made a mint of money in soap and perfumes, we shall hear of it from other people than the Colgates. We would rather hear of it from other people. The question now is, Are the Colgates still selling a soap that I want? Perhaps the old house is out of date and resting on its laurels. By the bye, I will go and look at a Colgate ad in some magazine. . . . Ten minutes later. Ah! here is one, with a dainty picture and a few definite words about a new perfume. I seek in vain for any word about "our" greatness.

If the text of that advertisement had contained a long description or a list of all the articles made by Colgate, some of even that material would have to be called irrelevant. Irrelevant to what? Not intrinsically to the Colgates' goods, but to some of them in the light of the reader's limited attention. Superfluous words are irrelevant; superfluous topics are; superfluous arguments are. Once more we are vague and general. But the principle holds good that the advertiser must study each situation with regard to the question of the reader's probable supply of attention. That much being established, his problem is to get all the really significant details before the reader in the briefest possible space.

§ 110. To inform is not to disgust. Statements which lack refinement will excite attention, but so will a drunken man. Get a sandwich-man drunk and nobody will buy the things he is advertising. And as Professor Scott has shown in his books on advertising—which some professionals like and some disdain—there are many degrees of repugnance aroused by advertisements. Elsewhere (Chapters II and XI) we have pointed out the strong emotional associations of Anglo-Saxon words. Remember that some of them are too strong. Theoretically you could go to rough men and sell them goods by the use of coarse words. Practically the end of that process would soon be reached. I saw the other day a gilded loaf of bread, advertised as Klondike bread. The writer meant that the bread was worth its weight in gold. But could he be sure that it would mean that to a miner? The miner might recall only the wretched camp-bread he had had to make, or he might feel that metallic loaf giving his teeth a shiver. But Klondike Bread is a dainty phrase as compared with some phrases that are supposed to sell goods.

§ 111. To inform does not mean to lie. There are lying advertisements that sell goods once but never again, and the men who get them up know the fact and provide against the evil day. To inform means to tell the truth. And if that is done, the goods must of course be honest and valuable. Telling the truth, again, means making interesting discriminations. Every merchant carries some goods that are better than others, and his advertising does not suffer if it points out the fact. Superlative praise has no more effect in advertising-English than it has in a novel. The heroine is not interesting if she is described as the most beautiful woman who ever lived. Only her lover thinks that.

Yet there is a place even for the lover in advertising. It is entirely possible for a man to believe that some one thing made or sold by him is the best of its sort in the world. If he goes into print and says so, pointing out the reasons as intelligently as he can, his enthusiasm will be contagious. He will ring true. All the world loves a lover, and all the world is tempted to buy from the man who really thinks his article the finest ever. That ring of sincerity! how hard it is to imitate! There are professionals, to be sure, who ought to have been actors, they imitate sincerity so dangerously well. But the English of an advertiser or a salesman who believes in his goods has a directness and a vigor which go a long way. "Selling-talk"! suppose I used that phrase in a slang sense, meaning to sell the purchaser. How angry every decent salesman who read it would be. The moral is that the most effective business English comes from the lips of the man who believes in his goods. Out of the fullness of the heart the mouth speaketh English. And in Hebrew the word *heart* included the intellect also.

These five points about the word *inform* must be all that we here attempt to make. Vague they are, and general. But if the young advertiser fixes a few general rules firmly in mind, he will have at least a point of view in the midst of the vast body of conflicting doctrines which confront him as he reads the literature of advertising. I hope that in the long run these rules of English will prove to be rules also of good business.

They must be reinforced by all that has previously been said in the book, especially Chapters XVII-XX. Chapter XII is as

much to the point as any. Let your advertisements read like a man-to-man talk. Let them be as natural as good conversation. Good conversation neither takes liberties nor puts on airs. It is neither impertinent nor stilted. It is direct, not brutal; frank, not familiar; precise, not tedious. It goes straight to the point, and discusses the weather later. But in its approach it does not alienate the buyer by a take it or leave it tone. It arouses a legitimate curiosity because it goes straight to a legitimate interest. It is modest, but is responsible and earnest. It tells prices, but it puts quality first and price later.

CHAPTER XXIII.

THE BUSINESS CORRESPONDENT.

§ 112. After the literary world had been studying the art of composition for two thousand years, and had laboriously classified many different styles of writing, a Frenchman named Buffon despairingly remarked, "Style is the man himself." The saying has proved popular. When critics are puzzled as to what to say about style, they repeat Buffon's words. It is as much to confess that literary criticism (like advertising) is not yet an exact science.

Now when an outsider takes it upon himself to offer advice to even a very young correspondent, he may well take refuge in Buffon's dictum. Instead of laying down a set of arbitrary literary laws, he may well ask himself, What sort of men are the successful business correspondents of my acquaintance? If he doesn't personally know a considerable number of such men, he is handicapped. But if, as in the case of the present writer, he has been teaching for twenty years, and is fortunate enough to count among his old students men who are successful correspondents, sales managers, and advertising managers, he must be very dull if he can formulate nothing about those men. For years he has been watching them with pleasure as they got on. There must be reasons for their success, and those reasons must be in the men themselves.

I have found that the letters of these men are characteristic. Each to some extent betrays its authorship. This shows that success is not always of the same pattern. There are correspondents of different types. On the other hand, there are respects in which the letters are alike. There is then a general type. There is the business correspondent as such. Let us see if some of these common characteristics which make him can be named.

First, all the letters of all these successful men are marked by a certain richness of specific terms. You will recall what was said about specific words in section eighty-six—the last few

paragraphs. Note now the following grading of general and specific terms:

1. object.
2. artificial object.
3. device.
4. engine.
5. gas engine.
6. motor-boat gas engine.
7. 3 h.p. motor-boat gas engine.
8. 3 h.p. two-cycle motor-boat gas engine.
9. 3 h.p. two-cycle motor-boat Pierce gas engine.

Of these terms, number one is pretty general. Its extension is vast. Number two decreases the extension and increases the intension. When you get to number nine you have something pretty definite. Indeed, for some persons and some situations it is too definite. In a romantic novel you would hardly introduce a love scene by saying, "They gazed into the sunset with dreamy eyes, as their little launch, driven by a 3 h.p. two-cycle motor-boat Pierce gas-engine, sped along over the rippling lake."

But the business letters of successful men seem to be full of number nines. They are buying and selling number nines, not number ones or twos. And this leads me to the naive remark that before a man can buy or sell number nines he must know them from number eights or sevens or sixes. One would say that selling-knowledge must precede good selling-talk. One would fancy that mastery of a business must precede the use of vigorous English about it.

These remarks seem so absurdly like truisms that an outsider blushes to make them. Yet I have received sales-letters that were too general, and have seen advertisements that were too vague. The thing that is to be sold is a very particular thing, and supposedly it has some particular excellence that makes all the difference. Happy is the sales-article that has two superiorities. I ask you if every man who undertakes to advertise an article really knows that article as he should? And does he know the specific word which will set it before the given public in its true light? No advertising-agency has a right to a share of an advertiser's money just because the advertiser has

business to give. No correspondent has a right to his salary just for palming off generalities on the public, and spoiling good paper with vague dissertations. Your good correspondent deals not in metal but in brass; not in brass, but in brass-products; not in brass-products but in brass nails; not in brass nails but in—brass tacks.

In the next place, I gather from a perusal of the successful letters before alluded to, and from some personal knowledge of the writers, that the good correspondent is a man of the world.

I trust that the phrase will not offend. To some people it may suggest a worldling, a man given up to the pursuit of things that perish, a man who is indifferent to all that is spiritual. I certainly do not intend the phrase in that sense. Permit me at all events to use it in a finer sense. The man of the world may hold strong religious views; he may be deeply attached to some creed. But in his business correspondence it is inconceivable that he should intrude his personal views, or take a colder tone in addressing a person of different persuasion. A good Hindoo correspondent may cherish a secret scorn for the Christian, but his letters will not show it. He is enough of an actor to keep his race-prejudice to himself. He recognizes that business is business. And for one I feel strongly that in this matter the interests and conventions of business are of untold value to society. Business is sufficiently warlike, sufficiently cruel. But it has had a very large share in bringing peace on earth, good will toward men. The man of the world, then, regards all religions with a certain tolerance, a tolerance which need not be utter indifference. If he must play a part in order to do this, and must force himself into tolerance, he may do so with a good conscience. He ought to be tolerant; business conventions help him to attain tolerance.

The man of the world, once said Cardinal Newman, is too well occupied to take offense, and too indolent to bear malice. Indolent? Is that a wise word to introduce to a young correspondent? In this connection, Yes. Have we no right to indolence in anything? It is a great exertion to bear malice. It involves giving steady attention to an enemy. And who is going to pay you for that attention? If I am to bear malice I desire to be paid heavily, for attention is my most precious asset, and I

have not the slightest intention of squandering it. Suppose my correspondent makes me very angry; such things have been. My physician tells me that anger is the most expensive luxury I can aspire to; it divides attention, depletes nervous energy, and if long persisted in will quite unman me and send me to an expensive sanitarium. Clearly, before I nurse my wrath I must stop and ask—Has this fellow a right to so much of my fury? Has he paid me for this drain that is about to be made upon my nervous system? Clearly not. He must be a very important customer with whom I can physically afford to get angry.

Incidentally too there is his custom. I do not put this first, for there is a grim satisfaction at times in letting a customer go. Of course if you are not your own employer, the custom of your correspondent may seem to have to come first. And if you are temperamentally unable to control your anger, you will never make a good correspondent. Some men are noted for their savage letters, but they are not the men who become head-correspondents. If you simply must write to the man what you think of him—since he is absent and cannot be given a quick choice between the door and the window—don't aspire to correspond.

But some of the best correspondents are men who naturally have a good deal of temper, only they have taught it to come to heel. A good correspondent can't be a helpless mass of compliance, who forever says Yes, Yes. There must be iron in his blood, and an edge to his mildness. And good temper can be cultivated; the soft iron can be hardened, the brittle iron can be made springy. Do you know that old story about Lincoln's fiery secretary of war? Stanton had been exasperated, and he brought to the president a letter which he was about to send off. It breathed fire. The president listened and nodded approval and said, "That's fine; but make it stronger." Stanton took it away, revised it, and brought back the red-hot thing for approval. "That's very fine," said Lincoln. "That's just what the man deserves." "Then I'll send it off," said Stanton. Lincoln looked up in real or feigned astonishment. "Send it? You aren't going to send it! I thought you were just freeing your mind. Burn it up."

Well, even in freeing his mind, Stanton is not to be imitated.

Once more, the young man who sets out to train his temper for the art of correspondence should put his selfish interest first. Even the importance of keeping a customer for your firm is not so important as that. It does not pay to ask one's self, How far will I sacrifice my manhood to save ten dollars for this house? But it does pay to say, I cannot—for the sake of my health and my character—afford to get angry or descend to bear malice. Be slow to wrath, and indolent in anger. It pays you in self-respect. It will pay you in the long run in cash. Be quite certain that the temptation to write a cutting letter will assail you. Look for it with every envelope you open, for it will lurk in the suavest communication of them all. The blunt abuse of some underbred fellow will not annoy you, but the cunning and covert abuse of the expert will. He will find ways of annoying you that you do not dream of. His meanness will mask in smooth phrases. When the boor abuses you, why, the hotter his tone the cooler you should be. When the expert tries to do you dirt, reply with a courtesy which is cool as Chesterfield's and as firm as John Hay's. This may sound like a high ideal of tact, but in every large city letters are daily being written which show this ideal to be perfectly attainable.

The successful correspondent has one quality beyond the man of the world. For, after all, the man of the world is rather negative. He is too indolent to bear malice; he avoids rows and scenes; he has tact. But he lacks enthusiasm. The good correspondent unites this man's self-control with a certain joy of life which is his own. It is rarely the joy of life which springs from being a great inventor or a great financier. The correspondent's triumphs are more modest, but they are none the less real.

It is his ambition to know the business almost as well as the founder knows it, and quite as well as the sales manager. And it is his delight to find words for the peculiar excellence of every part of the system and of every article produced. He does not praise the system as such, for his business is to consider the customer's interests first of all. But when the system bears on the goods and helps to prove their excellence, he is able to show it. And his study of the strong points of the goods is essential to his own happiness. He must have confidence in them and in

his house, or his writing will not ring true. He must praise honestly, or soon he will lose zest for his work.

He allows himself an occasional superlative, for his enthusiasm demands it. But his superlatives are discriminating. Nobody is going to believe him if he insists that, of all possible houses and all possible goods, his house and his goods are in all possible respects superior to all possible others. He seeks out the particular facts that actually do deserve superlatives from his pen and from the lips of his customers. Thus the strength of his art as a writer is the strength of honesty. You cannot root good writing in anything but sincerity.

His letters are full of discriminating enthusiasm. This does not mean that they bubble with hilarity or bristle with jokes. Good humor is not necessarily humor. But there may be now and then a touch of humor. It is only when it seldom comes that humor wished-for comes. The twinkle of wit must be like a star when only one is shining in the sky. And there are customers who don't like even that much.

I will venture to add that the correspondent guards his good humor as jealously as he guards his health. In the last analysis they are one and the same thing. A night out has ruined many a letter next day. Too many cigars will give that irritable brevity which drives the farmer who receives it back into his shell, or provokes a similar letter from the other heavy smoker. And apropos of the word *heavy*, a heavy lunch makes a heavy letter. Get your sleep. Get your recreation. You will get your man.

Yes, he is a paragon, this correspondent, this composite photograph compounded of every fellow's best. But this is a day of paragons. It is the day of the high-class artist who can work for money and still love his art. And there is no reason why a youth who sets out to be a correspondent should be content with being a fourth-rate one.

Observe that the pursuit of excellence in this matter is not a nervous and bustling pursuit. There is a time for every man to hustle, but the correspondent must hustle as quickly and calmly as the dawn hustles. The midnight-oil style, the cocktail-style, the cocain-style are not for him. The man of the world does not seem to hustle, but he arrives. He swings gently

into place before the gong strikes or the whistle blows or the starter's pistol cracks.

§ 113. It is impossible to produce a business correspondent in the high school or in college or even in a business college. The boy can there be taught the forms, but he can't there be taught the business. College, and especially the companionships of college, will help to develop the qualities of a man of the world. They will get him started toward a real knowledge of human nature; will teach him good manners and self-control. But only the actual situation of buying and selling can give the sure touch which distinguishes a good letter from an indifferent one. The letters which a man writes as exercises are always more or less unreal, more or less stiff.

The other evening a particularly successful college-bred correspondent dropped in to dinner with us, in response to a request to come out and tell his old instructor something about business letters. He ran his eye over the table of contents of this book and asked, "Why do you put letter-writing at the very end? That subject usually comes first."

"Well, it ought to come first, because it is by far the commonest form of business English. But it is also the hardest form, so it ought to come last. As a matter of fact, it comes first and twenty-first and all the time in this book. Half the illustrative material is taken from actual letters. Everything learned in these twenty-two chapters may be used in writing letters."

"You can't learn these things out of a book anyhow," said Frank, with a sudden fit of gloom.

"I suppose not," said I. "Yesterday morning a young man borrowed the best book I know on writing business letters, and he spent most of the day reading it. Then he came round and said it was too hard. He wanted something easier."

"That's it, there you are. They all want something easy. And letter-writing isn't easy."

"Why not?"

"For forty reasons. You've got to know the business. You've got to be able to explain a thing better than the man who got it up. And worst of all, you've got to be natural."

"Is that so hard—being natural?"

"Hardest thing in the world, because it takes time. There's a raft of stock phrases that save time, and when you're in a hurry you use them. And you're always in a hurry, and the stock phrases are economical."

"But in the end they don't pay?"

"You bet they don't. Every letter ought to be a work of skill. The problem is to get so expert that you can dictate good letters rapidly. The head of my firm can do it. He can do it by the hour. Every one of them is different. Every one fits like a glove the man it's written to. Yet there is something warm and personal in them all, something that just belongs to T—— and to no other man."

"I suppose he ends 'em with 'The last time I saw you, you thought—and so forth.' "

"Oh, yes, sometimes. And if he does, you may wager that he will remember right; he'll remember better than the man he addresses. But that's only a trick. Why, they're trying to put that sort of thing even into form-letters now. What I mean is something much subtler. When you get one of T——'s letters, you have the man himself—same as Buffon said. You see I do remember some of my college dope."

"Dope!" I gasped internally. When he was in college, I used to call Frank "the Puritan." *Quantum mutatus*—what a change was here. But I went on calmly.

"So you get T—— himself, eh? You see him sitting there, and hear his convincing accents. He is there—all courteous and easy and conversational. And this kind of thing can't be taught. Is that it?"

"Quite so. You can't give directions for being natural and charming and personal and convincing."

"No, I suppose not. And so our departments of English are a failure. I've often suspected it."

This crafty fishing for a compliment got in its work.

"I wouldn't say that," Frank piped up quickly enough. "But in college I always went in for purity of diction and all that. I was always trying to be correct."

"And you've had to unlearn it?"

"Some of it. You can't always be thinking about paragraphs and sentences and pure diction. If you do, your letter

will sound cold and dead. Dead! that's the word. Half the letters written by college graduates are dead ones. You've got to make your letters live. You've got to talk a language that the other man will understand. You've got to make him feel that you're doing business with *him,* not dictating a form-letter or a copy-book model."

"Sounds incontestable," I murmured.

Frank went on with increasing earnestness. "When a fellow gets and reads your letter, he must be able to say, 'There's a man behind that. He jumps right out at you.' "

"Same as a dog?"

"Yes, like a dog that grips you by the throat."

"Cheerful proposition. How your correspondent must love it!"

"Well, then, a letter should be like a well-aimed rifle shot or a well-aimed prize-fighter's blow."

"Bloodthirsty youth!"

"I can't help it. Business is like hunting. You're after game."

"But if the game smells the hunter and gets scared—."

"There you go. You won't let me have any figure of speech. I tell you there's got to be originality and personal quality in a letter, or it's a dead one."

"But look here, Frank. Suppose the man who gets the letter is so impressed by the originality and personality of the writer that he forgets about the goods. A sales-letter, for example, is meant to sell goods. It isn't meant to show how clever the writer is."

"Of course not. A good sales-letter makes the receiver think about himself and his own business. The word *You* stares at him from every paragraph. He sees his needs. He didn't realize them before."

"Well, then, this personal quality that you tell about seems to be partly the art of ignoring one's own personality and substituting the customer's interests."

"It's just that. That's what I've been saying all along."

"One more question, Frank. Do you wish you hadn't gone to college? Should you have been a better correspondent if

you had had no college English? I know you will answer truthfully."

"I don't say that. My college English all comes in handy, especially what we had about organization. All I mean is that the technique mustn't get in the way. You have to forget it, just as a piano-player has to forget his finger exercises. You can't write good letters by rule. All the principles, hundreds of them, must have soaked in. You must digest the rules and assimilate your knowledge."

There was silence for a minute, while we both watched the elm-branches swaying in the evening light. Then Frank said: "It may seem odd, but the part of my English training which is most useful to me as a correspondent was my work in public speaking and in tutoring boys who were going to debate."

"So?"

"Yes. I think it is because that made me analyze things. When you are debating, you have to take what the other fellow says and analyze it on the spot. You have to throw out the unimportant, and show that it is unimportant. You have to pin things down to a dilemma, and show what will happen if your arguments are not accepted. It's the same way in a letter. You have to talk on paper, and get things down to so simple a situation that your man simply has to say 'Yes! of course! That's the thing for me to do.' "

Such was the substance of the lesson which Frank gave to his old teacher, and it represents a good deal of successful experience. We may add it to our previous doctrines and sum up.

The good correspondent must be four things: master of the business he represents; man of the world; enthusiastic; personal and individual without attracting attention to his own cleverness.

Couched in these brief terms, these qualifications are general and dry, but they will take on vitality when tested in experience. They call for a high order of character. Like a certain lubricating oil, the correspondent must be four in one. These four qualities of style must blend in one style, and that will be the man himself.

CHAPTER XXIV.

THE BUSINESS LETTER IN DETAIL.

§ 114. To study a letter in detail before studying the general qualities that inform it is to put the cart before the horse. For there is no detailed rule to be followed blindly. There is none which may not be modified in the light of the principles arrived at in the preceding chapter.

But in that light we may well examine every little convention of letter-writing. We may take up matters that seem very elementary. And this chapter will concern the transcriber quite as much as it concerns the correspondent himself. He is helpless without a good transcriber. Alas that good transcribers should be so hard to find.

The poor ones blot and misspell and misspace. They are little better than machines. They show no judgment. They allow downright errors to go out, being too careless or too much afraid to call the correspondent's attention to them. All this may be the correspondent's fault as much as hers. But if he has the "four in one" qualities, he will treat her as an intelligent human being, and evoke the best that is in her. He will know that she is his best helper. She will be surer than he on spelling and punctuation. She will no more offer than he will accept a letter marred by blots or erasures. She will know how to call his attention once in a while—and only once in a while—to some infelicity or ambiguity or error. The general tone between her and the correspondent will be marked by self-respect and seriousness, not by a running fire of raillery.

The paper and envelopes used by the firm should be in every respect first-class, but not expressed in fancy. If you can't resist the temptation to print a lithograph of your big factory, let it be a good one. Factories are rarely inspiring sights, even to a farmer. If there is a man in the establishment who knows what a neat letter-head really is, give him his say. He must not be hampered either by the conceit of some member of the firm,

or by the conceit of the printer. A little more severity in letter-heads would help business. Elegance is desirable, but elegance consists not in richness alone; it is richness refined and restrained. This paragraph is not so timid, perhaps, as it should be. It is only the opinion of an outsider, but it is backed by the opinion of several correspondents.

The letter-text should be well centered on the paper. The borders should be reasonably wide. The second page—which should have no letter-head—should contain more than a mere leave-taking and signature. No page, however, should be crowded at the bottom. Number the pages. Initials or name of the person addressed should appear on each page.

Envelopes should be addressed in type-writing if the letter itself is typewritten. The comma is not needed after the lines of the address on the envelope.

The address-heading may be in one, two, or at most three lines; but it should be logically distributed. The first line may include both address and date; or, the first line may give the address, the second the date; or, the first may give the street and number, the second the town and state, and the third the date.

Separate town and state by a comma. See p. 42.

In order letters, each item should be paragraphed (indented) by itself.

§ 115. Salutations are a matter for discussion. But every American citizen is entitled to be addressed as Mr., and men in a firm to be called Messrs. If the firm spells out the word Company, the correspondent addressing it should do the same. Incorporated companies, e.g. The Baker and Taylor Company, do not need the Messrs. I know that many writers no longer use either Mr. or Messrs. It saves a good deal of time to omit them. But I cannot help thinking that to do so is a mark of impatience rather than of courtesy. Let us not brutalize business more than is necessary. Even if we have secured a monopoly, let us address our victims as Mr., lest the worm turn.

And be not weary of that well-doing which writes Dear Sir, Gentlemen, and Dear Madam. An excellent correspondent, Mr. Charles R. Wiers (in, How to Write a Business Letter) recommends that these forms of address be discontinued. His

reasons are five: "1. Because Dear Madam or Dear Sir [Mr. Wiers means *and*] haven't the warmth or meaning typical of real life; they are decidedly stiff and formal. 2. Because they are not applicable to personal conversation. What is appropriate in such a sense seldom is in a business letter, although it is true that not all the things said in a conversation could be advisedly used in a letter. 3. Because it provides a way to address the customer exactly as you would face to face. In ordinary life your answer to a man who gives you an order or promises one would probably be, 'Mr. Smith, we thank you,' or 'Mr. Smith, we shall be glad to receive your order.' The omission of the salutation will enable you to address any one naturally and also make a material reduction in the stenographer's work. 4. Because a person who asks a question or states a proposition is more concerned about the answer than [about] a lot of senseless preliminaries. The fancy covers of a catalogue cut a very small figure if there are no attractive offers inside. 5. Because their omission gives a letter originality and distinction. Salutations are in letters to-day solely because they have been dictated by custom—and custom is often deficient in propriety."

These are Mr. Wiers's reasons, and he applies his doctrine in his own letters. But he is careful not to omit Mr., Messrs., Miss, or Mrs. before the name of the person addressed. That fact saves the opening of his letters from seeming curt. The effect is not unpleasing, but it may be questioned whether Mr. Wiers's five reasons wholly support it. 1. "Real life" is sometimes no less real for being a trifle formal; not every situation in real life should have "warmth." Perhaps strangers like us just as well for not being too warm at first. 2. Personal conversation is of every shade of formality and informality. 3. I am not certain that in ordinary life a good business man would always say "Mr. Smith, we thank you" in the situation described. "We thank you, Mr. Smith" would be a little less formal. It would be an unfortunate mannerism to begin every other sentence with "Mr. Smith." And it would be ridiculous —except in joke—to say in conversation, "Mr. Morton Hiscox, President Chicago Trade Press Association, we thank you." No, this third argument proves too much. 4. Two words of salutation cannot fairly be described as "a lot of senseless pre-

liminaries." 5. The omission of Dear Sir may for a little while give "originality and distinction" of a sort. But Mr. Wiers would fain persuade us all, and if he succeeds, what becomes of the originality and distinction? Meantime, will there not be many people who would call such a letter queer rather than distinguished, and fall to reflecting on the queerness rather than on the goods?

It is an old problem, this of the exact degree in which to break away from custom. Why should we wear linen collars? or black our shoes? Why should we say "Good morning, Mr. Smith?" You might, by the way, begin a letter in that manner, if you wanted to be strictly conversational. "Good morning, Mr. Smith, have you used Larkin's soap?" That is highly conversational. But it is too original, too distinguished. It is so original (with Pear's) that it is already hackneyed. Pear's soap has made it impossible for other firms to use that most "ordinary," "conversational," "real," "warm" salutation. We hark back to the tyrant custom, glad to be protected by him from imitation, eccentricity, and anarchy. Good conventions are bound up with the very roots of courtesy. And many a man would rather tell an original and distinguished lie than walk down the church-aisle with an original and distinguished hat on his head.

But Mr. Wiers spoke of "a lot of senseless preliminaries," and there really are such things in letter-writing. They are the stock phrases referred to in the previous chapter, and enumerated by Mr. Wiers in his booklet. A few are: We would say, We would state, We beg to say, We beg to inform you, Allow us to explain, Permit us to advise you, etc., etc. "We beg to acknowledge receipt" is hardly so tautologous, however, as Mr. Wiers regards it. He says that "We acknowledge" [your letter] is sufficient. But what is it to acknowledge a letter? May it not mean acknowledge the argument of the letter? "Your favor has been received and its contents have been carefully noted" is polite, and was perhaps originally designed to help the writer to be sure that he had done the careful noting. But it is enough to show by the letter that you have been careful.

There are forty ways of acknowledging the receipt of a letter. Only one thing is essential, namely to give the date of

the letter received. Here are some of Mr. Wiers's suggestions: You tell us in your letter of the 12th; We are glad to learn from your favor of March 16th; It seems to be plain from your letter of March 16th; The impression that we get from your letter of the 9th; From your letter of October 20th; Your frank letter of the 26th, which we were much pleased to receive; We like the fine spirit of your letter of the 30th; You advised us under date of April 14th. Note that in these phrases you hear nothing of *instants, ultimos,* and *proximos;* they are gone for good.

In another recent book on business letters, I find most of the sales-letters beginning with Dear Mr. Smith, Dear Mrs. Benson, etc. That may be well enough to a customer of long standing. But the man of the world would hardly presume to write thus to a stranger. A fresh style is a good thing if it be not raw. You want to capture attention, but you don't want a back-fire of irritation. The letter wants *go,* but back-firing brings the crank-handle against your wrist and hurts.

§ 116. As for leave-taking, or complimentary close, that too should show some variety and some humanness. "Yours respectfully" is a trifle too respectful, and "Yours cordially" a trifle too cordial. I think we might well leave "Yours cordially" for the use of our hostesses, should they be gracious enough to use it in social notes. As a business term it has (for me at least) dim associations with goldbricks. Yours truly, Yours very truly, Very truly yours—these good old standbys are as useful and wholesome as bread. No capitals, by the way, except for the first word. Some writers object to Very truly yours, insisting that Yours very truly is the right form. But the objection won't stand fire. Either expression is excellent.

Those participial endings—Trusting, Hoping, etc.—have seen their best days. But if a man likes to go out with a slight flourish recalling less hurried times than ours, no one need object. At all events, it is not wise to be too original in the effort to vary these polite waves of the hand. One professional correspondent closes with, "Hoping it will be my pleasure to serve you further." Does he hope it will be a pleasure to him? Is he doubtful on that point?

"Thanking you in advance" is very, very common. Others may do as they see fit, but for my single self I will either write

to the man and thank him after he has done me the favor, or I will not thank him at all. It takes an extra postage stamp, to be sure. And economy is the mother of riches. And a penny saved is a penny got. Yes, yes, and we're here today and gone tomorrow, and what do I care so long as I get what I want, and what's the use anyhow? I know a man (not in business) who has patiently answered inquiries from strangers for the past twenty years; he has given a great deal of time and pains to convey the desired information; he has occasionally received a postage stamp in advance, and he has received hundreds of thanks in advance, but he rarely gets a letter of thanks for what he has done. "Thanking you in advance" is the trademark of the man of nerve, not of the man of the world.

By a common convention, we sign "I remain" only when previous letters have been exchanged. That seems sensible. "I am" is a fine bold phrase, and as a piece of information conveyed to a stranger it precedes "Yours very truly" well enough. Sometimes however it comes in so majestically as to suggest Exodus 3:14.

The signature should be uniform. You use only one form of signature at your bank. The same should be true of your letters.

As to feminine signatures, a mere man must not be dogmatic. Let us see what the women themselves say. I suppose there is no better authority on feminine etiquette in correspondence than Miss Jean Wilde Clark's "Desk Book on the Etiquette of Social Stationery." It has a section on business letters. Miss Clark says:

> Many married women use their title incorrectly. A woman does not use initials, or the superscription *Mrs.* in social correspondence; she signs herself:
>
> DOROTHY HUDSON BLACK.
>
> If the letter is of a business nature, she adds her married title in brackets beneath, thus:
>
> DOROTHY HUDSON BLACK.
> (MRS. CHARLES S. BLACK.)
>
> An unmarried woman writes (*Miss*) in parentheses when addressing a stranger, to distinguish her from a widow. Writing the title of *Mrs.* is not permissible on a woman's checks, letters, or notes, or in fact at all, except when registering at a hotel, or of necessity on a card, should she happen to be without one of her own, or when writing to a servant.
>
> A divorced woman is addressed as *Mrs.*, not *Miss*, even when she has re-

sumed her maiden name. Should she retain her husband's name, she adds her own surname with her Christian name, thus:

ELEANOR STEWART SMITH.
(MRS. ELEANOR STEWART SMITH.)

It is extremely bad form to omit the word *yours* in either social or business letter endings. *Yours very truly* is the approved business form.

§ 117. 1. It is the business of a sales-letter to secure interest, describe the goods, expound the advantages, and persuade to some immediate action. Theoretically this should be done in the fewest possible words. Practically it is often necessary to go to some length. When the letter is to be long, it is a good idea to put the topic of each paragraph in the margin. Note the marginal topics in the Sceniscope letter, p. 139.

2. Brevity, as was pointed out in Chapter XIV, is a relative matter. A brief letter can be packed full of facts. And if the paragraphing is good, the letter will speak volumes. But the essential facts must be got in, brevity or no brevity. A seller is not—like the buyer—in possession of the whip-hand. I used to know an old purchasing agent who would begin the morning by dictating letters of very respectable length, with a certain amount of suave phraseology and leisurely discussion. But as the morning wore on, his letters became shorter and shorter, and by lunch time he was dictating with the brevity and curtness of a Tsar. He was no model for a sales-correspondent.

3. Replies to requests for information are often too brief. It is so easy to mail a catalogue and tell the seeker after knowledge that if he seeks he will find. The least an answer should do is to point out certain pages; a clip inserted in the catalogue at the right spot would help. The excellent volume called "How to Write Letters that Win" prints the following as too brief a reply:

Dear Sir:

Agreeable to your recent request for a catalogue of our school and information regarding our business courses, we wish to state that under separate cover we are mailing you a copy of our latest catalogue, in which you will find a complete description of what we have to offer. We trust that after reading this, you will decide to enroll with us.

We shall be pleased to give your further inquiries our best attention and trusting to hear from you again, we are

Very truly yours,

The book referred to offers the following as an improvement:

Dear Mr. Harrison:

You will receive under separate cover the catalogue you asked for explaining our courses in shorthand. Read this very carefully, for it will enable you to realize the value of a training in stenography and the unique advantages which our system of instruction affords.

Your interest in the possibilities of a shorthand training is most commendable. There is a constantly growing demand for good stenographers. Every day we are asked to recommend men and women for attractive positions. And so successful have been the graduates of our school wherever we have recommended them that we are now able to place practically every student who finishes our work in a well-paying position.

I wish I could meet you personally so that I could show you better the practical advantages of our course. We do not merely teach—we train you so that you continue to develop after your work with us has been completed — so that you get 100% return on your talents.

I am particularly anxious to get a student started in your locality. And to enable you to be that one I am going to make you an exceptional offer — a discount of 25% from the regular tuition if you act quickly. I can well afford to do this, because I know that when you have taken up our course you will be so enthusiastic about it that you will recommend it to your neighbors and your friends. Considering the unusual nature of this offer, we are compelled to limit it to one week from the date of this letter, and therefore it will be necessary for you to accept at once.

And remember the 25% discount on our $30 course means an actual saving to you of $7.50 — the complete course for only $22.50. In order that no possible obstacle shall stand in the way of your accepting this, I am not even going to require that you send a stipulated amount with your application blank. Simply sign it, enclose whatever you can conveniently spare, $2, $3, or $5 — whatever suits your purse — and mail today.

Very truly yours,

This is obviously better. It is very personal and detailed, and gives arguments and inducements. It strikes me however as a trifle wordy and patronizing. Possibly the following version would be a further improvement. At all events it is a hundred and thirty-five words shorter.

My dear Sir:

I have pleasure in sending you in this mail a catalogue which explains our courses in shorthand. All of it will, I hope, interest you, and especially pages 8–11.

You are evidently aware that there is a growing demand for good stenographers. Every day we are asked to recommend men to positions worth as high as thirty dollars a week. We are in fact now able to place in a paying position practically every student who finishes our course.

If you take our course you will be not merely taught but trained. You will continue to develop after leaving us, and will get a hundred per cent return on your investment of your ability.

I am anxious to get a student started in your locality. To enable you to be that student, I am going to make you an exceptional offer. If you register with us within one week from this date, I will allow you twenty-five per cent discount from our regular tuition. This means $22.50 for the whole course—a saving to you of $7.50. It will not even be necessary for you to send a stipulated amount with the (enclosed) application blank. Simply sign it, enclose what you can spare, say two to five dollars, and mail today.

Very truly yours,

Mr. Fisher Harrison.

4. Attention can be arrested legitimately or illegitimately. It is illegitimate to begin your sales-letter with a promise that you can't fulfil, or a scare that provokes a reaction of disgust. The very first words are the most important; the very last are the next most important. The first words should show that you know some genuine interest of the man addressed. That is all they need show, and if they do show it they do not need to be printed in capitals. If they don't, all the capitals in creation will not help.

Those first words, if good, will sound to the receiver like the words of a mind-reader: "You are paying rent"; "You are using gas"; "You are thinking of building"; "The salt in your cellars insists on caking"; "You are thinking of going abroad"; "You would like a motor-boat"; "We're discussing your case." There is a momentary revolt that this Sherlock Holmes should have pried so far into one's personal affairs, and then a quick hope that after all he may prove a find rather than a fraud.

5. Then comes the description of the goods. The mail-order houses describe them in great detail, rather than miss a point that the man may wish to know. Yet description by mere and sheer enumeration is not enough. The whole thing—as shown in Chapter XVIII—must be flashed before the reader imaginatively, with reference to the uses of the article and the needs of the buyer.

6. Then comes the argument, which is not argufying but an exposition of special advantages and values. You don't wrangle; you show him; you give reasons. Do not waste time in describing competing goods. Remember the unfortunate results of unintentional suggestion.

7. Lastly, draw the whole matter to a point. Show him that now is the accepted time. Don't threaten; show him. Very often the thing to do is to give him something to sign. It may be only a list to fill out. It may be a coupon worth so much on the price of the article. It may be only a request for more information. It may be a coin-holder to return in a printed envelope, or a paper to which a dollar bill may be pinned. But the inducement to immediate action should in most cases be there. Sometimes the time-element is to be considered, and you may not expect a sale for months. But meantime the man should be asking for your literature.

8. Suppose he doesn't ask. Then come the follow-up letters. They must be courteous. They must never forget that a man's attention is the most difficult thing in the world to buy, beg, or steal. The man of the world isn't going to abuse a stranger because that stranger owns a large waste-basket. He owes you absolutely nothing. He is not under the slightest obligation to let you hear from him just because you are spending two-cent stamps on him.

A good follow-up letter does not tell it all over again in the first sentence, so as to save the reader the trouble of looking further. It varies the approach craftily, and uses a new point of view. But before the end the particular point—the same old point—will be hit on with new enthusiasm. A series of such letters, calm as a May morning, will not fail to produce an effect. But letters that are petulant or whining won't. "You will admit that we have held this special offer open to you a long while." "Will I? Nothing of the sort," answers the nettled prospect, "and you may go hang." Last week I saw a man turn in disgust from one firm to another because a sales manager had signed himself, "Yours anxiously."

§ 118. It is interesting to note how different two sales letters on the same subject may be and yet both be good. A man living in Oak Park, Ill., a suburb of Chicago, wrote to two

mail-order houses of Chicago asking for information about motor-boats. His form of request was exactly the same to both houses. He wanted to know something about a moderate priced motor-boat for family use. He addressed the envelopes both in the same way—"Chicago"—and dropped them together into the mail box.

The next day he received the following answer, which I will mark A. It was a very hot day and the man was anxious to get out of town. He went into Chicago, succeeded in meeting the man who wrote the letter, bought a boat, and left for the country.

A week later he received the answer marked B. For some reason his inquiry had failed to get to the second firm promptly, and hence the delay. Messrs. Sears, Roebuck, & Co. are prompt correspondents, and their letter, though different from that of Messrs. Montgomery Ward & Co., is an excellent selling-letter.

A

Chicago,
June 30,1910.

Dear Sir:-

We thank you for the inquiry about a gasoline launch and take pleasure in sending you copy of our latest "Boat Special". We think the 16. ft. family launch shown on page 6 will meet your requirements, although we prefer to recommend the 20 ft. Torpedo on page 9, as the latter is more comfortable and is better engined.

We make this recommendation because the 20 ft. Torpedo is really our most popular boat, and although we have a large number in use, it seems to invariably give satisfaction.

The 20 ft.Torpedo is regularly equipped with a 6 horse power, double-cylinder engine, and sells for $330.00. If you appreciate extra speed, we can install an eight horse power engine for $450.00.

We ask you to turn to page 19 and read full description of our motor. As the motor is the most important part of a boat, it is essential that the power plant be absolutely dependable. Our designer has worked for simplicity and reliability and we believe that our motor is just a little bit better than any other.

On page 19 we call your attention to the numerous points of construction.

We have just called up our factory on the long distance telephone and learn that they have a 20 ft. Torpedo all ready except the last coat of paint. They always carry a full stock of engines so that if this boat appeals to you favorably and you will designate your choice of engine, we can promptly finish the boat and make shipment within five days after your order is received. With the boat we include a full outfit including batteries, switch and tools. Specifications are fully given in the catalogue. We hope after reading them that you will decide to place your order with us and assure you that we will make every effort to turn out a boat that will be a pleasure to own.

Yours truly,

MONTGOMERY WARD & CO.

B

Chicago, 7/8/10.

Dear Sir:-

We have mailed you our motor boat catalogue giving description of high-grade motor boats at reasonable prices. If the catalogue should not reach you, please advise us, as they are sometimes lost in the mail.

In buying a motor boat the two things you will no doubt consider are quality and price. The Motorge boats are made of the best material and by skilled workmen as you will see by reading the catalogue, page 8, and by manufacturing the boats in large quantities, shipping them direct from factory to customer, we are able to reduce the cost of manufacturing so that with the small profit we ask we are able to sell you a first class boat at a reasonable price.

Motor boats like automobiles have heretofore been sold at unreasonably high prices and on investigating the reason we found this was true because each purchaser desired something special. We also found that by manufacturing the boats in large quantities and building them all just alike we could reduce the cost and be able to furnish a high-grade boat at a price that would be within the reach of the ordinary purchaser and thus enable us to sell boats in large quantities so that we could accept a small profit on each boat and still make a good profit on the total investment.

We much prefer to accept a small profit on a large number of boats sold than a large number of profits on a few, and by comparing our prices with those charged by other firms you will find you can save considerable money in buying a motor boat from us, at the same time securing a motor boat equal to any on the market.

It is our aim to furnish such a boat that will provide the most room and secure the greatest amount of safety at the same time developing the most speed. They are adapted particularly for small lakes and rivers and will outrun any boat of equal length with the same horse power engine installed. We already have a large number of these boats on the market and are receiving letters every day from our customers advising us of the saving they made in buying from us and how well satisfied they are with the boats; that they are as good, if not better, than any boat in their neighborhood.

We guarantee our boats to be absolutely satisfactory, to be perfect in every respect, to be made of the best material by skilled workmen. They are thoroughly tested and inspected before being shipped, they will develop full rated power and speed and are equal to any other motor boat or marine engine of equal size, no matter of what make. You will save considerable money and be entirely satisfied with your purchase. If not you may return the boat and we will pay the freight and send you back your money together with any freight charges you have paid. No other firm will give you as liberal a guarantee and we could not if we did not know that our boats and engines are all that they should be.

We would like very much to have the pleasure of shipping you one of these boats not only because we want to sell you a boat but because we would like to add you to our list of satisfied customers.

After reading our catalogue, if there is any other information you would like, please write us and we will give you full particulars by return mail.

Very truly yours,

Sears, Roebuck & Co.

Both of these letters were dictated, but either would make a good form-letter to keep in stock for reply to such inquiries. A is shorter than B. A's paragraphs are six against B's eight. A's sentences are fourteen against B's sixteen, and are much shorter than B's. A's method is to pick out, if possible, a particular boat for the Oak Parker, recommending first as expensive a boat as the writer thinks there is a chance of selling. And—oh, yes—the writer has called up the factory and it has a certain boat all ready except the last coat of varnish. That is a good selling-remark, though whether it would be a fair remark to put into a form-letter is another question. B's method is to explain how boats so good as he has for sale can be made at so low a cost. The writer gives a full guarantee, declares that no other firm will give so liberal a guarantee, and offers to pay freight-charges both ways if the goods are unsatisfactory.

I have consulted several experts as to which of the two is the better letter, and the experts don't agree. They admit that they can't pick the winner; and one said that if he could do a

thing like that, he would have been a rich man long ago. Quite so. It was purely accidental that A was the winner.

Neither letter is quite perfect in details—what letter is? The writer of A splits his infinitives. And he really doesn't mean that it will cost $450 to install an eight horse-power engine. The writer of B takes too long a breath before he dictates a sentence. And he doesn't mean "such a boat that will provide," but "such a boat as" or "a boat that." And he uses the "as good if not better than" construction. But both letters meet the situation, and that is the great thing.

§ 119. The form-letter has unquestionably come to stay, and is manufactured in enormous quantities. It produces results that surprise anybody, and strike dumb the older Eastern houses. Let us study for a minute a good opening form-letter.

SPOTLESS
VACUUM CLEANER COMPANY
CHICAGO

Chicago,
Feb.9,1910.

Mr.F.H.Corwin,
Terre Haute, Ind.

Dear Sir:

When will you take the agency for your town?

An agency that makes money for you at the start—that will net you on an average of $25.00 on each sale—that brings the wealthiest and best people in town to your store—that will be easily worth $10,000 a year to you—that's what we offer you.

$40,000 is the amount we are spending in advertising to popularize the "SPOTLESS" Vacuum Cleaner. Look in the big magazines and you'll see our full page advertisements which are influencing public opinion the country over. Take your own city. Every family reads at least one magazine. So by advertising in them all, we appeal to every possible buyer in your district.

The public is interested in hygienic homes, free of dust and dirt. This is proved by the hundreds of inquiries we receive each day in response to our advertising. And the only way to get a spotless, hygienic home is by using a vacuum cleaner. As we write this letter there are twenty-nine live inquiries from people right in your own city, in our files—actual people who want to buy a machine. We want to send these letters to you.

This is what we will do for you when you take our agency:-

Advertise extensively in your local papers over your name. Not for one week, but for three whole months—telling the people to go to your store to see the "SPOTLESS" Vacuum Cleaner.

Supply you for your own exclusive use with an electrically operated window display which will draw people to your store.

Circularize 1,000 names in your locality of people selected by you. And on your own letter paper.

Send to you, free of charge, all inquiries we receive from your district from time to time.

Give you as much advertising matter as you require—handsome booklets printed in colors—catchy folders and show cards. And your name printed on them, too.

And not only this, but on the day you accept our agency, we will send you our complete selling plan, based on the experience of hundreds of merchants throughout the country who are successfully selling the "SPOTLESS" Vacuum Cleaner.

You can get all this by merely mailing the attached postal. It's already stamped, addressed and filled in with your name and address—your acceptance. You merely drop it in the mail.

Send it NOW.

Yours very truly,

Now, disregarding all errors of detail, we note several things which this letter *is*: it is to the point; it is full of definite inducements; it is clearly organized and logically progressive.

And it *isn't* factitiously individual or dishonest. By factitiously individual I mean pretending to an individual knowledge or interest that the writer hasn't, and that any sensible man knows he hasn't. Suppose that a sales manager writes you, "This year I am going to give my attention to your state, Illinois." And suppose the type-writing shows (as that of a letter now before me shows) that the last word, Illinois, was simply filled in. What effect on the buyer do you suppose that will have? Well, form-letters are printed which attempt that sort of deception in every paragraph. That kind of "individuality" is as silly as it is dishonest, and as ineffective as it is disgusting.

It would be a waste of paper for me to give a large number of follow-up form-letters, and pretend to show which were intrinsically business-getters and which were not. There are firms which try to show such distinctions, but the more competent the firm of form-letter writers the less dogmatic it is. An expert understands that much depends on the list used, and that even the best letters fail in time of drouth.

But perhaps I may intrude into the form-letter business enough to offer some trifling criticism of details. There is a

bold and all-too-lively little paper called *Letters* which is grappling with the actual task of rewriting form-letters to make them more effective. If the editor will pardon the intrusion, let us amuse him by joining the game.

Letters has a department of letter-criticism edited by a gentleman called "The Grouch." The owner thus addresses him:

July 19th,1909.

Dear Grouch:-

You've had a snap for the past three years.

You haven't done enough actual work to keep body and soul together—and if it wasn't for your "think box" which works alright, when properly oiled, you wouldn't have hung together all this time.

I sometimes feel sorry for your family but since they knew you before I did, I think that sympathy along that line is wasted.

You are the first one at the Cashier's cage on Saturday and the last one to report at your desk every morning. If you were working according to Union rules you would have to start Tuesday's work about 11 o'clock Monday night and at Christmas time you'd be eating your Thanksgiving turkey.

Really, Grouch, your work has been a joke; you've roasted a few letters each issue—but who couldn't do that—now there has got to be a change—it's simply a case of "make good" or join Wm.Jennings—I am tired of holding you up all the time.

I want you to not only "roast" any letters you think deserving but I want you to pick out one of them that you think can be improved and rewrite it—showing exactly what's what and—don't pick the easiest. I don't want any theory—LETTERS will not stand for that—but I want the same letter rewritten in a more salesmanlike manner—I want you to show my friends and readers that writing an order-landing letter means more than a mere conglomeration of words.

I want you to show them just how those words should be put together to get the desired results—attention—orders—money.

You can do it if you want to and if you want to draw your check after Aug.28th you will for while I won't insist on a letter for this issue, I'll surely have writers cramp or paralysis on Saturday morning August 28th unless you deliver the goods.

Get busy Grouch—get busy—for the sake of—well, you married the girl—I didn't—but get busy any way.

Yours expectantly,

VAN.

The tone of that is rather rollicking. It would displease a conservative business man, or even the ideal correspondent of

our twenty-third chapter. But Van would not use such a tone in addressing a conservative business man, and it would be slightly stupid in me to criticize him for the tone he uses in addressing the Grouch. But there are forty trifling errors in the details of this letter (forty-one, to be exact), or what seem to be errors from the point of view of a teacher of English. And so, perhaps, we may timidly venture to rewrite.

July 19, 1909.

Dear Grouch:

You've had a snap for the past three years.

You haven't done enough work to keep body and soul together. And if it weren't for your think-box, which when properly oiled works all right, you wouldn't have hung together all this time.

You are the first one at the cashier's cage on Saturday, and the last one to report at your desk every morning. If you were working according to union rules, you would have to begin Tuesday's work about eleven o'clock Monday night, and at Christmas time you'd be eating your Thanksgiving turkey.

Really, Grouch, your work has been a joke. You've roasted a few letters in each issue, but who couldn't do that? Now there has got to be a change. It's simply a case of make good or join Wm. Jennings. I am tired of holding you up all the time.

I not only want you to roast any letters that you think deserve roasting, but for each issue I want you to pick out one letter that you think can be improved, and rewrite it, showing exactly what's what. And don't pick the easiest. I don't want more theory—LETTERS will not stand for that. I want the same letter rewritten in a more salesmanlike manner. I want you to show my friends and readers that an order-landing letter is something different from a mere conglomeration of words.

I want you to show them just how those words should be put together to get the desired results: attention—orders—money.

You can do it if you want to do it. And if you want to draw your check after Aug. 28th, you will do as I ask. While I won't insist on a rewritten letter for this issue, I will surely have writer's cramp or paralysis on Saturday morning, August twenty-eighth, unless you deliver the goods.

Get busy, Grouch, get busy.

Yours expectantly,

WM.

Well, Van's letter produced its effect on the Grouch. He began to rewrite letters. The first one, indeed, that he tried his hand at was a competitor's letter. Grouch explains that he can't rewrite it effectively without knowing the list to which it was sent. But he does the best he can under the painful circumstances. The original form-letter ran thus:

Dear Sirs:—

You use "Circular Letters", Imitation Typewritten Letters", "Form Letters", at various times and realize the importance of having them appear as if written on a typewriter. Printed or mimeograph circulars command no attention and consequently are worth but little.

Why not use our fac-simile typewritten letters? Mail order trade is profitable and the surest way of reaching it is to use our inexpensive method. No other form of advertising will pay you better.

15 years' experience producing typewritten letters has made us specialists in this line. Business houses patronize us because our fac-simile letters cost little and the results so big.

Our typewritten letters are cheap and effective. Everyone goes direct to an interested party. There's no random firing, no waste—that's why they are profitable. We produce them in any quantity and at low prices.

Typewriter ribbons furnished free of charge to match color of ink used on letters, thus enabling you to insert names and addresses, or we will do this inserting, reproduce your handwritten signature, address envelopes and prepare letters for mailing at very low cost.

It gives us pleasure to submit samples and quote prices. Any information desired carefully furnished. Ask us—you will have prompt attention.

Yours, for fac-simile letters,

The D.N.Ahrend Co.

P.S. This is one of the Fac-Simile Typewritten Letters—you've read it—others will read yours—Try them.

Now for Grouch's version. It is more personal, more direct than the original. It is better organized. The sentences are sentences, not phrases, as some are in the original. But Grouch makes a downright mistake in grammar, ejaculates dashes, and does a few other things which (on the whole and perhaps) he had better not have done.

He says that he would use the postscript of the original.

Dear Sir:-

You will undoubtedly agree that the best results from direct advertising are secured through letters--personal, persuasive sales letters.

You use letters at various times but are they "personal"? Do they have all the ear marks of having come hot from the typewriter? If they do not, they command no attention and are consequently worth but little.

Why not use our fac-simile typewritten letters--letters that are letters in every sense of the word-- individual letters--just the kind of letters that are a credit and profit for you to send out.

We've been at it Fifteen Years--we've studied the proposition--we've become specialists--and are patronized by business houses, large and small because our fac-simile letters cost so little and the results are so big.

Price is not the consideration--it's results that counts and after one trial of our letters you'll find that if you paid us twice as much as others ask you the cost would be less on account of the returns you would get--But--

The first cost--the price we will make you will be less--will be based on cost to us--not a thought of what your bank account will stand.

And not only that--but we will furnish you a Typewriter Ribbon free of charge--guaranteed to match the ink we use in your letter so you may fill in the names at your office--or, better still, we will do this inserting, reproducing a fac-simile signature in special ink, address envelopes and prepare letters for mailing at very low cost.

We'll be glad to submit samples and quote prices. Ask us--you will have prompt attention.

Yours for more business.

Let us make a few microscopic changes, and see also if we cannot save a few words without losing the force of this appeal.

Gentlemen:

You will agree that the best results from advertising are secured through letters--personal, persuasive letters.

Are your form letters personal? Do they seem to have come straight from the typewriter? If not, they command no attention and sell no goods.

You will find our facsimile typewritten letters to be just what we represent them to be, namely, individual letters. They will be a credit and a profit to you to send out.

We've been at it fifteen years. We have studied the problem. Business houses large and small have become our clients because our letters cost them little and bring large results.

Results count. After one trial of our letters you will find them cheap at twice what others ask. The results make them cheap.

But they will cost you less than others ask. Your first order will cost you less than it costs us. We are not thinking of what your bank account will stand.

You can have from us, free of charge, a typewriter ribbon guaranteed to match the ink we use in your letters. This will enable you to fill in the names at your office. Better still, we shall be glad to do this inserting for you. We will insert names, reproduce your signature in a special ink, address your envelopes, and prepare your letters for the mail. We will do all this at a very low cost to you.

We shall be glad to submit samples and quote prices. Ask us. You will have prompt attention.

By the way, this letter is one of our facsimiles. You have read it. Others will read yours.

Yours very truly,

The B.H.Shrewd Co.

§ 120. In collection correspondence, form-letters are considerably used, but they are of limited value.

Of course, if the failure to pay is only an accident, any kind of a letter will bring results. But in such a case there is all the more reason that your dun should be incidental, slipped into a personal letter about other matters, and accompanied by some little touch which shows your confidence. If the first letter produces no effect, a second one of about the same tone may. As long as it is possible to show confidence and your desire to sell goods, you should show that confidence and that desire.

If succeeding letters are necessary, they must become briefer and more urgent, but still there should be the personal note, the man to man appeal for honest business. The bad debtor is injuring himself, and if you are skillful you can show him that without directly saying so. It is beneath dignity to plead your own need of money, and it is only too true that your debtor is not much interested in your needs.

If the debtor remains obstinate, a final letter may set the date by which time the account must be settled or be placed in the hands of an attorney. A threat so made must be carried out with precision.

But, more and more, business men are trying to avoid the courts in matters of this sort. Various ingenious devices are being invented for securing payment by means of letters. Some of these seem to me slightly contemptible, and they will not be explained in this place. When it comes to using imaginary detective agencies and lying telegrams, the present writer sees

one place where business, so-called, and business English ought to part company.

There was a fine irony in the calm way in which Aristotle descended to explain the tricks of persuasion. If business were purely a matter of dog eat dog—which God forbid—then I should be justified in explaining to the under dog how he might possibly give the upper dog the slip. The cleverest series of business letters I ever read lies before me at this minute. It is a series by which a rascally firm managed to put off its creditors for more than two years. But I am not going to print them.

In answering complaints, justice to the buyer is the first consideration, and the second is generosity. Justice to yourself is of less account. This does not mean that you need be seriously imposed upon, or that you are to impoverish your house by weak compliance with every whining demand. But it does mean that your eloquent self-defense is without interest to your customer.

If his complaint is just, make quick and courteous reparation, expressing your regret at the mistake. If it is wholly unjust and involves a good deal of money, show him the fact briefly but accurately, without casting aspersions or impugning motives. If it is slightly unjust, be generous at once, not after you have proved him in the wrong. Assume no air of virtue or condescension for being generous. Your purpose is merely selfish, intelligently so.

Yet you may seem to yourself very generous in so acting. Well, if in business we must use such terms as generosity and mercy, let us say that the last word of literature to business is Shakspere's Merchant of Venice. Mercy is an essential of good business. The Shylock (whether Jew or Gentile) is bound to be a transitory figure. Duties are more easily defined than rights. In the long run mercy and duty are going to be infinitely more influential in business than those indefinable things called rights.

QUESTIONS, THEMES, AND EXERCISES TO ACCOMPANY LEWIS'S BUSINESS ENGLISH.

NOTE.—These tasks are of course subject to modification by the instructor. But it is believed that there need be few modifications saved by omission. In all cases the needs of younger and of older students have been taken into account as far as possible.

CHAPTER I.

DEFINITION OF BUSINESS ENGLISH.

§ 1. Give some business word (besides those given in the text) which is often used figuratively.

§ 2. 1. Give several technical words which have recently become business terms. Take one or two from each of several sciences.

2. If you have access to a good recent dictionary (say Webster's New International, or the Twentieth Century Standard Dictionary) say about how many words—not words and phrases—are contained in the English language. Does this estimate include the various meanings of each word?

§ 3. 1. Are commercial words in the majority in the average business letter?

2. What does "English," as studied in college, chiefly mean?

3. Speak of words as a social heritage.

§ 4. 1. What may be said in answer to the contention that the art of writing cannot be taught?

2. What two general types of writer are mentioned?

3. Can a sharp line be drawn between Business English and Business?

§ 5. 1. Name several types of business ability.

2. How are we to prevent our study of Business English from being a matter of empty words?

3. Give any instance that you can, from your own observation, of an unwise scorn of elementary principles of English.

CHAPTER II.

INTEREST AND CLEARNESS.

§ 6. 1. Give the derivation of *interest*.

2. Show briefly how this derivation applies in business situations.

§ 7. 1. About what two fundamental instincts do most human interests center?

2. Why is it better business to refine and elevate instincts than to appeal to the baser motives?

§ 8. 1. Give some example (other than that given in the text) of a scientific word which has recently become humanized.

2. What is to be said about the use of "uncommon" words?

§ 9. 1. Explain the difference between interest and clearness.

2. Give an illustration (other than that in the text) of how a lack of clearness may lead to embarrassment in a business situation.

§ 10. 1. Give any instance you can of good that has resulted from business "advice" of the sort generally found in business magazines.

2. Give certain synonyms for clearness.

3. Give certain antonyms for clearness.

4. Illustrate ambiguity from some other source than the text, and state the two meanings that the word you quote might have.

5. Learn Arnold's definition of style and write it from memory.

6. What lack is there in Arnold's definition seen from a business point of view?

CHAPTER III.

THE MAKING OF OUTLINES.

§ 11. 1. What are some advantages of outlines to a reader?

2. What are some advantages of outlines to a writer?

3. What two things should be determined before writing?

4. What mechanical device helps?

§ 12. Narrow the word *Business* to a title of not more than six words. Let it be a title on which you could write from your personal experience. Then set down such sub-topics as you would treat.

§ 13. Write one of the following outlines and keep a copy for use under section twenty-three:

(a) A time-outline of your last vacation. Assign a certain number of words to each time-division, according to your present interest in what happened then.

(b) A space-outline of the room you are sitting in. Under each space-division jot down memoranda of the things you would mention if writing to a certain person. You will be guided by that person's probable degree of interest. A mother would like to know about every detail; a pawnbroker wouldn't.

(c) A comparison-outline of some two articles that you have thought of buying. You can buy only one. You wish to put the advantages and disadvantages of each in such form that you can study them.

(d) A cause-and-effect outline. This may be either a series of reasons why; or it may be a series of events each of which was the result of what preceded and the cause of what followed.

§ 14. 1. Make a brief topic outline of the main events of your own life, as memoranda to jog your own memory.

2. Make a brief sentence-outline of the same events, as information for your instructor. Preserve a copy, for later use this year.

§ 15. Perform one of the following tasks:

A. Rewrite the following piece under the following headings:

1. Same as first paragraph, below.
2. Mattresses A and B compared as to material only.
3. Mattresses A and B compared as to method of making.
4. Mattresses A and B compared as to advertising and distributing.

A young buyer, acting for a retail furniture house, faced identical prices on two different makes of bed mattresses. The problem appeared simple, but on analysis, revealed its complexity.

Mattress A ran high in cost of raw material. Sixty per cent staple cotton went into its manufacture. Throughout, it stood for small shop methods, for integrity and workmanlike construction. Made as a by-product to utilize an already organized sales force, it was marketed at slight expense.

Mattress B ran more heavily to linters. It was the quick product in quantity of a mattress company which advertised heavily and threw a big percentage into selling efforts.

Mattress A was a home state product, easily and quickly bought by metropolitan telephone call. Handled with other stock orders from the same factory, its expense to buy was trifling in labor for the department, and in correspondence, shipping, billing, and adjustments.

Yet Mattress B carried such a tremendous asset of advertising prestige and reputation, that the buyer hesitated to decline it. He doubted the ability of his clerks to meet its reputation with the less showy talking points of the little known brand.

B. The following outline is that of an article on The Morals of Production, by Mr. George W. Alger, in the volume called Morals in Modern Business. Study it carefully. Then, assuming that the whole article is to consist of five thousand words, assign to each division and subdivision such a number of words as you think best. Consult your own interests. Assign most space to topics that interest you most.

I. The producer and his employees.
   (1) Apparent simplicity of ethical principles involved.
   (2) Elements of employer's duty.
   (3) The nature and extent of individual responsibility of employer.
   (4) The practical limitations of individual power of the just employer.

II. Methods of promoting industrial justice.
   (1) Quickening the moral sense of the employer, directly and through public opinion.
   (2) Organization of employees.
   (3) Enactment of law; current objections to such law.
      (a) Socialism.
      (b) Cannot make men good by legislation.
      (c) Meddlesome legislation of ancient times a failure.
   (4) The modern conception of the proper scope of industrial legislation. Disadvantages of industrial anarchy. Progress made towards greater industrial justice. Encouraging features of at-

titude of employers towards employees. Handicap on American employers through absence of law.

(5) Industrial accidents. European accidents burden upon industry. In America, burden upon crippled employee.

III. The producer, the trade and the public.

(1) Business trickery and the new law.
(2) Pure food bills.
(3) Patent medicines.
(4) Trade openings through burglar methods.
(5) Bribing commissions to purchaser, agents, and buyers. The growth of such practices and their causes.
(6) Development and abuse of trusteeship in commercial and financial life.
(7) Loose laws and the tempting opportunities for essentially criminal profits. Effect of bad example of magnates on clerks and employes and on business morals generally.
(8) Reasons for optimism.
Increasing stability of business.
Development of good-will.
Good-will and advertising.
The name of the house.
Influence of high-class retailer on producer.

CHAPTER IV.

THE PARAGRAPH v. THE LONG SENTENCE.

§ 16. Choose three of the following overloaded sentences. Recast each of the three into a good paragraph of two or three sentences.

(a) With the *Buyers* it carries the weight of long and friendly association and leadership, old in years but progressive in policy, popular yet authoritative; comprehensive in its interesting treatment of all branches of the textile field.

(b) This line shows every accepted style tendency—every novelty in fall and winter fabrics—tailored, shaped and finished in the newest fashion trend—truly a line where argument is unnecessary as the evidence of workmanship, tailoring and quality speaks unmistakably.

(c) Of the arid lands, however, not all are vacant, many of them having passed into the hands of private individuals or corporations, including land grants to railroads for the purpose of aiding construction, or those donated to States for various purposes, or again, those upon which homesteads and other entries have been made, along the banks of the rivers and about springs and other sources of water supply.

(d) By far the most comprehensive Irrigation legislation, and that most far-reaching in its effects, calculated, at the same time to encourage the investment of private capital by securing its repayment, after providing for liberal compensation, to attract settlers, and to vest in them, eventually, the proprietorship of the Irrigation system, upon payment therefor at a fair value on easy terms, is the Federal Statute, known as the "Carey Act."

(e) This Act, for which Senator Carey of Wyoming was sponsor, originally passed in 1894, and several times amended, stands today among the most effective of irrigation laws, evolved after an experience of forty years, under whose comprehensive provisions and aided by the successful constructing and operating experience of those who construct enterprises under it, the reclamation of all the public irrigable lands bids fair to be secured.

(f) As lumber always is increasing in price and getting more scarce short lengths are largely used, therefore it should be important to produce from the lumber the most superior material; this is accomplished by this improved flooring, having a firm and strong matching and tongues protected from splitting by nailing, short lengths embodied with perfect security, what cannot always be said about short lengths used in the so-called standard matching, when a large percentage of the tongues are split by the nails.

(g) Since a trust is a combination of rival firms into one organization, it is an improvement in the manner of production and sale of goods, superior organization always being a measure of economy because there are no conflicting policies of different managers to carry out, causing unnecessary expense and perhaps paralysis of the firm's activity at times when sales ought to be going on, and, on the other hand, causing less expense in fighting rivals; and as has often been shown, the trust is in a position to command all the best inventive talent and all those secrets of manufacture which are carefully guarded by rival firms.

(h) The plan of our advertising preparation service is to make a very thorough study of the situation in the territory of the bank or trust company

desiring our services and after getting all the necessary data, we prepare a plan and a series of advertisements, and we keep in constant touch with the institution, receive publications in which the advertisements appear and give our constant advice and suggestions as to the conduct of the campaign.

§ 17. 1. Study the following. Then copy out and hand in two or three important assertions which ought to have stood alone as short sentences, but which are concealed in the midst of longer sentences.

In the northern part of the state we have been teaching dairying in the schools, and a principal of a high school told me of an instance where a little boy had learned the lesson of weighing and testing the cow's milk, and feeding her better feed, to determine what she was doing. I know of one little fellow who went and told his mother he wanted to weigh the cow's milk for a month to see what she was doing; he did that; he came back after the month was over, and he had learned something more. He told his mother he wanted to feed that cow for a month to see what he could do with her. At first his mother told him she didn't want any monkeying with her cow, but he finally persuaded her, and he attended to the cow for a month, at the end of which time he found she had produced $3 worth more butter fat, with feed costing $1 less, which made a net profit of $4, and from that you can see it would only be necessary for the little boy to have 25 cows under his charge to be worth $100 a month on the farm. I want to tell you that there never will come a time when that boy will not be interested in cows, and in that way the dairy cow is an educator, and I have told thousands of farmers in the state of Iowa that if they will go home and stay with their cows for 365 days, they will know more about cows than they ever imagined in their lifetime was to be known about cows.

2. By the use of periods and semicolons, distribute the emphasis properly in the following paragraphs. Hand them in properly punctuated.

(a) There was not one of these men who could have done the work of any other, each was distinctive and indispensable. Bell invented the telephone. Watson constructed it. Sanders financed it. Hubbard introduced it. Vail put it on a business basis.

(b) We show a big picture of the "I-T" works because they are of the finest type in the world the "I-T" is known as an *Open Bridge Model* which is *the best* design of movement. Compare its wide-openness to most others, no matter how expensive you can see it all the repair man can get at it there's no bad work covered up.

(c) Brazil is one of the most progressive countries in the world. Its territory is larger than that of the United States proper; its population about equals that of the balance of South America combined; it has 26,000 miles of railroad built or building; it owns the largest battleships in the world; its bonds are at par in the London market; it sold the United States more than $125,000,000 worth of its natural products last year. Brazilians have a natural inclination for things American.

§ 18. 1. Study the following advertisement in the display form and the solid form. Then divide it into three reasonable

paragraphs according to the three chief stages of the campaign. Report your divisions as in the preceding exercise.

An Appropriation that Increased Thirtyfold in Three Years.

This was a hosiery manufacturer who saw his opportunity in the success of his competitors. The guarantee campaigns were in full cry. Money was being poured into publicity. We went over the situation very carefully—and saw that it needed ideas more than the mere mass of money to win out. Finally we found the right name, the right package, and the right sales plan. And he made his modest start—about one-twentieth what a single leading competitor was spending. But that first campaign established his hosiery in more stores than most of his competitors, despite their long start and big appropriations. Then we began to wage our consumer's campaign—spent enough to do it right—thirty times the first appropriation and could well afford to. For back of this campaign now was an army of merchants, with the goods to sell, with belief in the idea, and how they did push this line locally! Three years' progressive work like this has made a national success—a hosiery name that the whole country knows and trusts.

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But that first campaign established his hosiery in more stores than most of his competitors, despite their long start and big appropriations.

Then we began to wage our consumer's campaign—spent enough to do it right—thirty times the first appropriation and could well afford to.

For back of this campaign now was an army of merchants, with the goods to sell, with belief in the idea, and how they did push this line locally!

Three years' progressive work like this has made a national success—a hosiery name that the whole country knows and trusts.

2. Compress each of the following display advertisements into three paragraphs. Report, by numbers, what paragraphs you unite. Write out the reasons for your changes.

(a) 1. Out in Wisconsin a couple of merchants became manufacturers of men's Sweaters.

2. They had read our papers for years and naturally brought their promotion problem to us.

3. We told them to spend $1,000 a certain way with the trade and wrote the campaign ourselves.

4. Three years later, just after this firm had signed a $25,000 advertising contract with us for a national campaign, they told us that their first campaign had not cost them a cent, as it had paid for itself entirely in profits on direct orders.

5. We conducted an advance order campaign on this account which resulted in a volume of business, between January 1st and April 1st, 1910, which exceeded the entire year's sales in 1909.

6. Phenomenal results, you say—yes, and extraordinary resources that accomplish them. That's the answer!

(b) 1. You wouldn't think hosiery dye would permit very profitable advertising, would you?

2. Such a roundabout process—from the dyer to the knitter to the jobber to the merchant to the public.

3. But over in Saxony as long ago as twenty years, a great dyer saw a great light, looking toward the development of his American trade.

4. What he saw was the dominant power of the American merchant if he could be taught to demand hosiery that was dyed a pure, fast and stainless black.

5. So the campaign began the R. N. A. way, thoughtfully and carefully uniting all the interests concerned to the one great purpose of merchandise improvement.

6. It has gone on and onward to this day, until the name of this dyer is a national guarantee of dye dependability and by reason of its prestige is directly responsible for the American share of a business that dyes 10,000,000 dozen pairs of stockings annually.

3. Divide each of the following stories into four paragraphs by inserting the paragraph mark (¶). [Notice that the loop of the mark is on the left hand]. In reporting your divisions, give the first two or three words of each paragraph.

(a) A customer at a photograph supply counter bought a metal contrivance for washing prints, paying $2.50. It was delivered at his house the next day, and that evening he attempted to use it. With a piece of rubber tubing and a funnel he attached it to his kitchen faucet. But contrary to representations there was not enough force in the water to revolve the prints in the washer. They clotted together and remained at the bottom. Next day he took the thing back and asked for his money. "It's not worth the powder to blow it up!" he asserted. The clerk looked it over ruefully and called the floor-manager, who repeated the inspection. Neither could find anything wrong, but it was returned to stock and a money-back slip issued. The trouble lay in the store's neglect to train its clerks or hire men who knew their lines. The only thing needed to make the washer work perfectly was a tight connection at the faucet. A screw-joint in place of the funnel would have given the water the necessary force.

(b) A man recently died, leaving to his son an estate valued at about $100,000. Not particularly familiar with investment matters, and fearful of his own judgment, the son took the money and put it into just 25 different kinds of railroad bonds—four of each. "I guess I'll be safe now," he remarked to the writer. As time went on, however, this overcautious investor found that he had laid up for himself a great store of trouble. On the various bonds he held, coupons were coming due all the time—some of them at irregular dates in the middle of the month. Not only that, but every time he opened his newspaper he saw an item of news about one or more of the roads whose bonds he held, and, being of a thorough turn of mind, felt it his duty to read all about it. The task finally grew irksome. "It's too much trouble to try to keep in touch with the affairs of so many companies," he said to himself. Finally, one of the companies went into receiver's hands and four of his bonds defaulted on their interest. "Glad all my money isn't in that kind," he thought at first, but after a while the idea began to change in his mind. "Don't I multiply my risk by being the holder of so many different kinds of bonds?" he began to ask himself. "I insure the safety of the whole—that's true—but don't I unnecessarily increase the risk of losing a part? Wouldn't it be better for me to concentrate on three or four good issues, and then keep a close watch on the affairs of those companies?" Thinking

it over, he came to the conclusion that it would, and made the change. His mind has been much easier since and he has never lost a dollar of his original investment.

§ 19. 1. Write a short deductive paragraph.

2. On the same subject write a short inductive paragraph.

§ 20. 1. Write two good paragraphs from the hints conveyed in the following:

A twenty page 5½ x 8 booklet and cover in two colors, fifteen illustrations made and five thousand copies printed, bound and mailed—*48 hours after the copy was received.*

A seventy-two page 9 x 12 catalog, cover and fly-leaf—200 illustrations, photographed, retouched and engraved—inside printed in two colors—cover embossed—corded—twenty thousand copies printed—*and we completed this enormous work in five weeks.*

2. Prepare a want-ad or a telegram. Avoid complete sentences. Aim at the utmost compression.

CHAPTER V.

CONNECTION, THE SOUL OF GOOD WRITING.

§ 21. In each of the following the single-sentence paragraphs are badly arranged. Discover the best order and number the sentences. Then write out each group of sentences as one paragraph. The first paragraph will have four sentences; the second, seven; the third, twelve.

1. There is no waste to this circulation.

People who know how to create a real living room, to enjoy it, and to make their friends enjoy it are the kind of people for whom this magazine is published.

Nowhere does native refinement display itself more than in the appointments of this room and its atmosphere of good cheer.

The living room is the heart of the home.

2. We plan, write and illustrate printed things so that they are always attractive and successful, regardless of the low price.

A piece of printing can be fine without being high-priced.

If the message is important enough, the messenger's clothes are not criticised.

"The Philistine" isn't what a printer would call a "fine" printing job, but you grab for it the moment it comes in.

All of the Ethridge printed work is "fine" because the first thing we put into it is the idea.

It isn't paper or presswork or ink that makes a piece of printing valuable.

If the "Message to Garcia" had been printed on hickory bark or strawboard or wrapping paper it would still have caused everyone who saw it to read it and say: "Good! bully! great! fine!"

3. There are two kinds of copy:

Good copy and bad copy.

The advertiser pays the newspaper for the amount of space he uses.

The value of space to the advertiser is determined by the kind of copy he puts in it.

What he pays represents the value of the space to the newspaper publisher.

It does not represent the value of the space to the advertiser.

Good copy is copy that is good enough to sell goods day after day at a profit over its cost.

This accomplished, he then prints words in it.

Before a man can advertise he must buy space.

If it can't do that, it is as good as a man who can talk but can't sell.

Is your copy, tested by this standard, earning its keep?

There is an easy way to tell good copy from bad.

These words, in advertising parlance, are termed "copy."

§ 22. 1. Write two or three paragraphs between which you

secure close connection by the methods described in this section —either echo words, demonstratives, or numerals.

2. Explain wherein the connection between the following paragraphs is faulty:

A man who bought some collection form-letters was much pleased. He wrote as much to the firm that sold them. Then he asked this question: "By using them by the dozen, what will your very first price be to us?" This question, considered as English, has a grave fault. I will explain this fault.

"By using them" ought to read "if we use them". It would be much clearer, and the sentence would sound better every way.

§ 23. Write a theme from the outline which you prepared under section thirteen. Pay particular attention to the opening sentence of each paragraph, so as to insure smooth transition from the preceding paragraph.

§ 24. 1. On studying the following paragraph, you will perceive that another sentence is needed at the point indicated by a caret. It is needed to complete the logical connection among the first sentences, and to prepare the way for the last sentence. Construct such a sentence.

At the foundation of this business is the idea of good service for everybody. Perhaps nine stores out of ten are organized with the idea of supplying the person of average wants with average merchandise. Lauerman's is the tenth store. ∧ Another important reason why shopping by mail here is in your favor—when you send us your order, whether large or small, it is given special attention by one who is detailed especially for that purpose, and who goes to each department and shops for you just as well as if you were here yourself.

2. The following paragraph contains an abrupt comparison. Consider carefully whether there should not be a few words of transition (or a sentence) at the point indicated by the caret. Try to construct such a phrase or sentence.

In those days, the Bell Company had small credit. Once, when the treasurer ordered a small bill of goods from a merchant named Tillotson, of 15 Dey street, New York, the merchant replied that the goods were ready, and so was the bill, which was seven dollars. ∧ The magnificent building of the New York Telephone Company stands today on the site of Tillotson's store.

§ 25. 1. Note the awkward use of adversatives (But—But), and suggest an improvement.

We have selected your journal as the one in which we will place our advertisement for Export Trade at an early date. But at the present time, owing to dull business and poor collections in the States, we do not feel that we can afford to assume any additional liabilities by signing a contract with you now. But as soon as business and collections become better you will certainly hear from us.

2. Write a paragraph in which the idea of *so* occurs many times. But instead of beginning the sentences with *So,* begin them with more dignified expressions meaning the same thing.

3. Show how the connection between these two sentences can be improved by changing the order of words in the second:

The advertisement carried by us has been somewhat out of the ordinary, but it would have been of no value if we had not succeeded in getting it read and absorbed. I have nothing to say in short except that we are thoroughly satisfied with the results even at the large expense which we are incurring.

4. Write a paragraph of several sentences in which the beginning of each sentence echoes some word of the preceding, and the order of words in the sentence is varied as in the paragraph about shoes.

5. From the following paragraphs certain ligament words have been removed. These words were *for example, but, accordingly, therefore, and, consequently, certainly, then, moreover.* Study the paragraphs and place each of the nine expressions in its proper place. The carets indicate where words were taken out. Report the given word and that following, thus: then comparatively; accordingly attracted, etc.

There was a time when anything we saw in print seemed very serious and deliberate. It had an extraordinary adventitious dignity, and we attached to it a corresponding weight and significance. Journals were ∧ comparatively few in number. The utterances of their editors and contributors ∧ attracted a great deal of attention, and there was much more time than there is now to give them a deliberate and serious reading. ∧ in our time there has been an unmistakable falling off in the influence of printed opinion. The power of the editorial is ∧ not what it once was.

The telegraph and the telephone, ∧ have drawn the world together into something like a single community. It is just as easy and natural to read the news of yesterday from Rome as the news of yesterday from the neighboring town ∧ with the news comes the comment, comment from every quarter, not only from our neighbors but from editors and correspondents all over the world ∧ what we read begins to have for us only the significance of what we hear. Printed opinions are coming to take their rank with casually spoken opinions, and editorial comment has very little more weight than conversational comment.

A very interesting thing has happened ∧ involving an entirely new assessment of what we read. We are beginning to judge what we read as we judge what we hear, by the character of the person who utters it. It is becoming a matter of common knowledge who can own certain journals ∧ that the opinions of those journals are the opinions of the owners, that they may not be at all the individual opinions of the editor who penned them.

CHAPTER VI.

PUNCTUATION, AN ART.

§ 26. 1. Study the punctuation of the following sentences in the light of section twenty-six, and say whether any of the commas is needed. If you decide that any comma should be retained, give your reasons. Of the fifteen commas the present writer would retain exactly one.

1. The musical and cultured world which has received the Pianola Piano so warmly, is now being asked to accept a host of imitations. For your protection you should know that only in the five pianos named above, is to be found the genuine Pianola.
2. And the costly catalog you spent so much money to produce, is a wreck long before it completes the trip to the prospective customer's desk.
3. Aridity, is the absence of water sufficient to make crops grow.
4. The prevailing winds which come from the Pacific, are forced upward, by the mountains.
5. One reason why so many men make complete failures in the business world, is their total lack of method.
6. It looks to me as though the inference to be drawn from the foregoing, is, that what are known as the big metropolitan morning and evening newspapers find their field of usefulness as advertising mediums confined mostly to the metropolis.
7. He said, that there was no reason why we should go.
8. I think, that there is no reason why we should go.
9. It seems, that there is no reason why we should go.
10. I fear, that there is no reason for these commas.
11. Referring to our advertisements in ENGINEERING NEWS, we are pleased to state, that the results obtained have been very satisfactory.

2. In the following sentences all the commas are needed. The omission of any would lead to a misunderstanding; it would wreck a train of thought. Explain in each case what the misunderstanding would be.

1. In trying to expand, the evening papers find themselves jumping up against the already well-established suburban publications.
2. The glades of our new park are fragrant and cool, and musical with the song of birds.
3. We guarantee these socks from the need of being darned, for six months.
4. Go to Lindenwood college for women, in continuous existence since 1831.
5. Wanted—A high class hard boiled candy, maker.
6. RAINPROOF automobile veils will protect the most delicate hat, ever concocted by a milliner, from a storm of huge proportions.

[Note.—Some of these sentences are of course badly constructed, and cannot satisfactorily be patched up by commas.]

§ 27. 1. In the following sentences, dependent elements are wrongly set off. Study all the sentences, and select the four that seem to you the worst. Then copy the four and punctuate them correctly. If a dependent conjunction begins too long a clause, change it to an independent conjunction and make two sentences.

1. Some stores carry this practice to the point of making specialized departments entirely independent of the general buying, production, selling organizations. While the principle of stock distribution or other forms of profit sharing has been adopted by so many companies that it has come to be a recognized method of promoting loyalty.

2. Personality in an employee can be overdone. Although workers give allegiance to a strong man.

3. Our car ran well enough till it reached a steep grade. Where it stopped short.

4. The goods are selling rapidly. Since there is no doubt that they are first quality in every respect.

5. Check the engine before reversing. In order that you may avoid a sudden jarring of the boat.

6. You had better take Minneapolis next. Provided, that is, you have cleaned up all the southern territory.

7. All the world's a stage and men and women merely players; their acts being seven ages.

8. This boat is built with sharp prow and equipped with a strong engine; making her very swift.

9. This boat is equipped with a very powerful engine; so that she is very swift.

10. Take your sample case to your room at the hotel; unless there is a general show-room somewhere in town.

2. Examine again the exercise under section seventeen. Then compose a good paragraph containing a short emphatic sentence, a long sentence without semicolons, and a long sentence containing semicolons.

3, 4. Illustrate the proper use of the decimal period.

5. Write the proper contraction for *per centum*.

6. Write the name of the present Pope by the use of a roman numeral.

7. Write the proper form of address at the beginning of a letter.

8. Hand in one of the following sentences properly punctuated:

1. For the merchant for the shipping clerk for the receiving clerk for the purchasing agent for the billing and charge department for the cost-keeper for the

order clerk for the city delivery room for the weighing and paying department for factory requisitions for lumber and coal dealers grain and stock men—for every business involving sales shipments and receipts there is an EGRY REGISTER that will stand back of the employer.

2. The International Harvester Company Butler Brothers Morris & Company the Western Electric Company with 21,000 employees Crane & Company with thirty-eight branches and nearly 10,000 men on its pay rolls the United States Steel Corporation these and many other large employers of labor are making use of the pension system.

3. Perhaps you remind me that certain of our employes were most carefully selected that many lesser tasks are of such a character that special fitness is not required that men are the most flexible of machines that unless the number of applicants be large there is little chance to discriminate that it is far simpler to analyze a steel bar than a human soul.

9. Hand in two of the following sentences, properly punctuated:

1. Our purpose in adopting a profit-sharing plan was two-fold to stimulate employees to greater efforts and to hold them more permanently.

2. The money incentive has taken various forms a stock interest in the business with dividends profit sharing in the form of gifts or prizes an established high scale of wages regular increases pension systems and insurance features that are payable at some future time.

3. The amount received by each person is computed upon this basis for each year of service an allowance of one per cent of the average pay received for the ten years just preceding retirement.

4. Four general methods of utilizing and preventing waste wood have been described first extracting from the unpreventable waste valuable by-products such as chemicals second using the waste of one product as material for the manufacture of other wood articles third preventing waste by more careful cutting and handling fourth, finding new classes of material for products and lengthening life of wood by preservation.

10. Write sentences to illustrate formal quotation, informal quotation, and indirect quotation.

11. What punctuation should follow *Dear Sir* in the introduction to a letter?

§ 28. 1. The writers of the following had small notion of what a sentence is. Rewrite.

1. I am returning under separate cover the Lima booklet just received which is O. K. and the edges should be white to match same, enclosed find proofs for labels for Jones Company which are O. K. and your understanding of sales is correct, I hope you will be able to get Smith Brothers by the twentieth also if possible as they were promised for the fifteenth so please rush and oblige yours truly.

2. With reference to yours of the third will state that all they require are the flexible covers, please change order and omit Crawford's name from the list, also with reference to your letter of the sixth do you think you could insert the word *The* on the outside cover for I noticed the samples they submitted had it on but the Western book is all right the way you have it without *The*.

3. Not so with the semi-speed model, as the bottom is all on the water it does not curve up at the sides, so there is no danger of capsizing.

4. There is only one man we can't help, that's the man who will not let us help him.

2. Hand in all the following, properly punctuated:

1. Insincerity has taken a few orders but it never held a job long.
2. There is no such thing as a trifling dishonesty but there may be dishonesty for a trifling gain.
3. Bread and butter are the first consideration and bread and butter we will try to get.

3. Hand in all the following, properly punctuated:

1. We have every other market beaten as to time as to get to the Soo we have only to use the daily boats out of Detroit.
2. If you have not received it it is probably your fault since we wish to place a copy of the current issue of the paper in your hands.
3. This trip of the association is as good as so much goods sold as it has assured the people of Northern Michigan that Detroit can supply them as much as they want.
4. A red ink pad is used as a pad for this stamp as it makes a contrast.
5. Strawberries are not as far along as usual as usually they get an earlier start.
6. Wait for our ad for our ad is worth waiting for.
7. Now you need not be afraid because we give you a written guaranty with every car.

4. Study all and hand in one of the following, properly punctuated:

1. Among the items of cost are invoice cost freight draying depreciation insurance collections and losses through poor credit.
2. The manager is interested in the work of those above him below him and around him.
3. The volume of sound produced by the Edison Phonograph is not loud strident noisy or ear-piercing.
4. He has a time labor and money saving device.
5. Rates discount and other information will be furnished on request.
6. This year shows a gain two three and four times greater than last year.
7. Our paper has concentrated its editorial subscription and business efforts.
8. The Advertisers' Directory is the most complete comprehensive and convenient publication of its kind.
9. Neither the construction the finish nor the price of this cabinet will be found unsatisfactory.
10. This machine does the work of costlier machines with quickness neatness and ease.

5. Punctuate and send in:

No advice caution or any sort of warning seemed to have any effect.

6. Does the following sentence need any comma?

This curious old chap gave us a nice big order.

7. See under § 30, p. 227.

8. Write and punctuate illustrative sentences for the use

of vocatives, including the beginnings Say, Well, Yes, No, Why.

9. Give the numbers of the sentences that are correctly punctuated:

1. This paper is an invaluable advertising medium to any manufacturer or agent, who wants to reach heads of all departments.

2. How could any advice be *more practical* than that which comes from a concern that has spent hundreds of thousands of dollars to test, prove, and perfect the very plans, schemes, and ideas which this book now offers you?

3. And yet to every corner of the summer world the Pianola Piano carries music, that reflects the very mood of theatre and roof-garden.

4. It is the only general advertising agency, which with continuity of direction, fixedness of purpose, and fidelity of intention, has spanned these four decades of activity.

5. Try the Ross Machine, which has stood the test for fifty-nine years.

6. We will send you regularly the Cement News, which tells all about concrete construction on the farm.

7. You will be pleased by the Olds engine, and also by the Seager Mixer, which never gets out of repair.

8. Your S. C. Brown Leghorns will produce eggs, which sell for hatching at $1.50 for fifteen.

9. Why pay rent when you can buy the best land in Michigan that sells for only ten dollars an acre, near Saginaw?

10. Here is a car that the wealthiest man is proud to own.

11. Here is the Maxwell 30 h.p. Touring Car, which any man ought to be proud to own.

12. I will send my Pitless Scales cheap to any farmer, who fully realizes the importance of buying and feeding by weight.

13. Bring your needs to Tom, who will meet you face to face.

14. I got to Sandusky last night, where I shall stay two days.

15. I had just come in to Sandusky, when I learned that there is a chance here for a big sale if I can make good.

§ 29. 1. Copy the following, inserting four question marks in the right places, but not changing any small letter to a capital:

Do you consider, when you send out your catalog, all the hands it must pass through, the hard knocks and rough treatment it must experience before it reaches the desk of the buyer the jounces and jolts of the mail bag in car and wagon the wrenching, cutting grip of the carrier's strap

2. (a) Would you change the punctuation of the following? If so, how?

A Battle Creek manufacturer, long retired, walked stiffly into the office where so much of his vitality had been expended. His son, now the president, held up a monthly statement.

"I've broken all records, father!" he shouted.

"Son, half of those sales were made before you were out of the cradle," retorted the veteran explosively.

(b) Write a sentence that might properly end either with an exclamation point or with a question mark.

(c) Write a sentence in which the word *No* should obviously be followed by an exclamation point; another in which it had better be followed by a comma; another in which it should be followed by a question mark.

§ 30. 1. Rewrite one of the following paragraphs, using no dash. See if you cannot get just as forcible ads by the use of short sentences.

(a) Then—why economize at the wrong end of your sales—by—mail campaign? Where economy is fatal to success. Economize on the manufacturing end if you will—economize on the question of overhead expense—but spend liberally on the selling end. And thus reap the full harvest of results—orders. Buy the best material obtainable for your sales literature—experience plus brain power—plus—power to compel patronage.

Buy that for your Catalogues—your Booklets—your Follow-Up Literature. Secure ripened experience—which has produced returns again and again—far in excess of my clients' best laid plans.

(b) Each with a separate field—each read by the man who can SIGN a REQUISITION—each with the character and definite purpose that draws attention and serious consideration—they typify TO-DAY'S idea of the technical magazine in its *right* meaning—that of giving the subscriber correct and positive information about HIS OWN WORK—they "bunch their hits," editorially—no scattered shots—a bull's eye every issue—therefore your advertising in them is INTENSIVE, PRACTICAL, DIRECT—compared with some other kinds of railroad advertising it is as the latest Locomotive to a Stage Coach—are you on?

2. Which would you use—colon or dash—to introduce the short lists in the following? Consider each case separately.

1. A good transcriber must have three qualifications accuracy, speed, and neatness.

2. These then are the three necessary qualifications of a good transcriber accuracy, speed, and neatness.

3. In the following sentences the parentheses are set off by carets, to indicate that the punctuation is missing. Consider each case by number, and say whether you would use dashes, curves, or commas.

1. Most manufacturers of textile machinery find that the best ∧ the most influential, prestige-building way ∧ for closely identifying their name with their product is by regular advertising in a trade paper regularly read by these buyers.

2. Do we get his business then? We do, and without very much trouble ∧ either ∧ and ∧ what's more ∧ we hold it.

3. Here is a clip that effectually overcomes the defects of all other paper clips ∧ a clip that gives you the very kind of service that you would like to expect ∧ a clip that you have been looking for ∧ a clip that will hold any number of papers together with absolute security.

4. When his catalogue came from the press, a manufacturer found the strong points of his product unexpectedly scattered and hidden in the "logical development" of the copy-writer's story. He succeeded in giving these points greater prominence by printing for insertion ∧ just inside the front cover ∧ a small two-

color slip headed "Principal Contents." On this slip the six biggest points in the booklet gained special distinction by appearing in red.

5. There can be no boundaries to a telephone system as it is now understood and demanded. Every community is a center from which people desire communication in every direction Λ always with contiguous territory Λ often with distant points. Each individual user may at any moment need the long distance lines which radiate from his local center.

6. If you make any kind of footwear, and want to get your line into the stores Λ want the effective co-operation of the wide-awake shoe retailer Λ this is the medium that can give you the greatest help at the smallest cost.

7. The various devices mentioned before Λ namely display, italics, and spacing Λ will be inadequate if the copy itself is not interest-compelling.

8. In other words, the advertiser Λ if he wishes to cover the suburbs Λ must use the surburban papers.

9. Although its advertising rates are a little the highest Λ space alone considered Λ it carries vastly more advertising than its nearest weekly competitor.

CHAPTER VII.

IMPORTANT MECHANICAL MATTERS.

§ 31. Master all the section and get some friend to hold the book and hear you recite. The victim may profit as much as you do. In exercises and themes written later in the course you will have various opportunities for showing accuracy in these matters of detail.

§ 32. 1. Write the contractions given in the text.

2. Write the plural of 7 and t.

3. (a) Write the genitive singular of Briggs, Davis, Andrews. (b) Write the genitive plural of the same words.

4. Construct a sentence containing *it's* and *its*.

5. What is missing in this title: Textile Manufacturers Journal?

§ 33. 1. How do you indicate to the printer that you wish a word printed in italic? How can you change a small letter into a regular (that is, large) capital? Glance through the editorial pages of a paper and report any word that you find printed in small caps.

2. See directions for § 31.

3. See directions for § 31.

4. Write the names of the seasons.

5. Write the long titles of several books to illustrate the principle.

6. Write the name of a newspaper; that of a corporation.

7. Write a sentence illustrating both uses of the word *state*.

8. Write the names of several languages.

9. Write the name of some former official.

10. Write the name of some titled German; of some titled Dutchman; of some titled Frenchman; of some titled Italian.

11. Name some other articles with similar adjectives.

12. See directions for § 31.

13. Write other illustrative sentences.

14. What is the usage in your Bible?

15. Examine the passage under (Exercise) §30:1. (b) and say whether the capitals are more effective than roman letters would be.

16. Write an illustrative sentence.

17. Write an illustrative sentence for each of the four words.

§ 34. 1. Write other examples.

2. Write other examples.

3. See directions for § 31.

4. Write another example.

5. Write another example.

6. Write another example.

7. Write illustrative sentences for the more precise and the more social usage.

8. Write another example.

9. Illustrate the text-usage by a sentence.

10. Illustrate by two amounts.

11. Write an address for a social note.

§ 35. 1. This has been mentioned before, but hundreds of people neglect the matter.

2. (a) Lincoln wrote the following words, but not in this order, and not with italics. See if you can figure out how Lincoln secured the emphasis. Write the sentence.

I may be *broken* by slavery, but I never *will* bow to it.

(b) Examine the article in the text of § 18, and say what italic words you would retain if it were yours.

3. Use in sentences all the words in this sub-section of the text, that you are not in the habit of using.

4. See directions for § 31, and note the usage in this book.

5. Write a sentence to illustrate.

6. Study and reserve for future need.

7, 8. Write an illustrative paragraph, taking great pains with the right placing of the period.

9. (a) Give another title that does not need italic or quotation marks.

(b) Give one that does need one or the other distinction according to its use in an article.

10. Give the exact title of Gibbon's Rome.

11. Use one of the Shaksperean quotations neatly in a sentence.

12. Consider each sentence and say whether you would omit the quotation marks or would change the expression:

(a) WANTED: SALESMEN OF THE "LIVE WIRE" CLASS TO handle STAR EGG CARRIERS and TRAYS.

(b) DO ANY OF YOUR ADVERTISING INTERESTS SEEM TO "hang-fire"? The subject you may have twisted and twined every which-way for years would be " brand new" to me.

(c) WE ARE AFTER A REAL SALESMANAGER WHO IS THOROughly competent to handle a national force of sale-men—one who can demonstrate his ability from the word "go," and who is not afraid to tackle a big thing on a make-good basis.

(d) The train had just started when the ditch-commissioner entered "the smoker."

CHAPTER VIII.

THE MASTERY OF THE HYPHEN.

§ 36. 1. What dictionary do you use? Does it show compound words (as well as syllables)? If so, how?

2. Use green house and green-house (or greenhouse) in a sentence.

3. Write an illustrative sentence for each of the two phrases.

4. Which of the three forms shall you use?

5. Illustrate the adjective use of simple fractions by a sentence.

6. Use one of the words in a sentence.

§ 37. 1. Illustrate by sentences the use of fold and score.

2. (a) Some offices always write can not. There is a difference in emphasis between cannot and can not. Illustrate by two sentences. (b) Illustrate each of the other words by a sentence.

3. (a) Illustrate by sentences a slight difference between forever and for ever. (b) Illustrate the difference between every one and the (as yet unwarranted) word everyone.

§ 38. 1. Illustrate the correct use by a sentence.

2. Write the phrase, followed by a comma and a vocative.

3. Write the phrase, followed by a comma and a vocative.

4. Illustrate the correct form by a sentence.

5. Examine your newspaper and report its usage as to these words.

6. Invent three humorous words to illustrate.

§ 39. (a) Get the victim (mentioned under § 31) to pronounce the words. After each word respond: "Hyphen," or "Solid," or "Separate." This of course presupposes that you have conscientiously studied a long and perhaps tedious lesson. A hundred words a day for four or five days is perhaps enough.

(b) Select twenty-five words that you are particularly

anxious to remember, and send in an illustrative sentence for each one.

§ 40. 1. Find and report an advertisement that breaks the rule.

2. Examine a dozen typewritten letters of your own, if you use a machine, and conscientiously report every word-division. If you write by hand, the direction still holds good if you have kept copies.

3. (a) What is the meaning of each of the following endings?

graph
ose
ulous
aceous
plex

(b) What is the meaning of the following Greek prefixes?

anthropo
bio
dyn
ge
mono
homo
phil
soph

(c) What are our best helps in word-division?

4. (a) What is the difference in meaning between the word *aged* pronounced as one syllable, and the same word pronounced as two?

(b) Illustrate the verb *learned* and the adjective *learned* by a sentence.

5. Give other examples.

6. Have "the victim" hold the book and pronounce. Write the words from hearing them, and hand in without correction. It will help the instructor to help you.

7. Have the words pronounced, and write them as in 6.

CHAPTER IX.

GRAMMATICAL CORRECTNESS.

§ 41. II. Write for each number the expression which should be used in the blank. Choose the word from the brackets. Do not copy the sentences.

1. It's ——— [he, him].
2. ——— [They, them] who work I will reward.
3. Of course there is much interest in Virginia over the matter of ——— [who, whom] Governor Mann will appoint United States senator to succeed the late Senator Daniels.
4. He addressed ——— [whoever, whomever] appeared on the scene.
5. Between you and ——— [me, I] I don't like the prospect.
6. Let's you and ——— [me, I] go.
7. My brother and ——— [myself, I] were chosen.
8. Letters ——— [like, such as] System uses will help your sales.
9. Every time I pick up Pearson's I start in ——— [like I do the rest, as I do with the rest] and read first what attracts me most.
10. The name of the designer was given me by an official ——— [who, whom] I supposed knew all about it.

III. A. Write for each number the one expression that should be chosen.

1. Neither of them [was, were] asked.
2. Every one should attend to [their, his] own business.
3. The expansion of the average binder is limited, because [they, it] must be loaded up to work well.
4. None of them, not one [is, are] any good.
5. The firm [want, wants] more custom.
6. His wages [is, are] higher than mine.
7. Mathematics [is, are] his business; athletics [is, are] his recreation.
8. Much pains [is, are] to be taken.
9. This means [is, are] the best.
10. Oats [make, makes] muscle; it is a good feed.
11. Ashes [is, are] what you want for a road-building material.
12. There are several considerations which, considering the difficulty of the proposition, [renders, render] it necessary to go slow.
13. All sorts and conditions of men [are, is] another consideration.
14. Energy and effort [are, is] two sources of success.
15. [Here's, Here are] all sorts of money.
16. [There's, There are] every manner of man.
17. [There's, There are] lots of reasons.
18. There's [a lot, lots] of reasons.
19. There are [a lot, lots] more than I thought.
20. Marshall Field and Company [are, is] a big firm.
21. Our company [is, are] a pretty successful one.

22. That firm [doesn't, don't] know what it wants.
23. Farson & Son Company [are, is] selling irrigation bonds.
24. The United States [unite, unites] in interstate commerce.
25. This firm [employs, employ] a thousand men.
26. [There was, There were] a number of men individually asking for work.
27. The number of the persons who apply [is, are] enormous.
28. [There's, There are] a number of articles to buy.
29. These scissors [cut, cuts] badly.
30. This goods [is, are] spoiled.
31. The cup and the saucer [don't, doesn't] match each other.
32. Ham and eggs [is, are] a very good dish after all.
33. Wanamaker's [is, are] advertising heavily.
34. The Rothschilds [includes, include] several noblemen.
35. [Where's, Where are] those extra pieces?

B. The following sentences are taken from the current number of trade journals. Write each one correctly.

1. The above data is on file for correction. [See § 64. 23.]
2. For every dress suit there's a hundred jeans.
3. The diminishing sources of the timber supply, which have advanced the price of lumber fifty per cent in ten years, makes the timber lands owned by this company extremely valuable.
4. This toy is developed through the same energy and care that builds every business.
5. We, your committee on public buildings, visited the poor-farm this morning, and was very well pleased.
6. Experience shows that in those pastures where few species were found together, the number of plants on a given space were small.
7. All goods you buy here is bought by us in big quantities.
8. Yours is one of the best trade papers that reaches us.
9. The Engineering News is one of the best advertising mediums there is published.
10. The fact that on this farm are grown everything that one would grow in the latitude of Washington or St. Louis is rather odd in itself.
11. Successful advertising depends on collecting all data that bears on the subject.
12. Why do you who are reading this article pay ten cents to register packages when you can purchase coupons for 2½c, which insures packages valued at not exceeding $5; or for 5c coupons that insure for not exceeding $15 by ordinary mail?

§ 42. After a very careful study of every sentence in the text, rewrite the following sentences. In some cases the mere adding or subtracting of an apostrophe will be change enough. In others the whole sentence will have to be recast. This is an important exercise.

1. The fact of the covers being made of light woods prevents warping.
2. This binder will admit the sheets being thoroughly straightened.
3. Having used your paper since its first issue, both as a work of reference and as an advertising medium, it has become almost indispensable.
4. Continuing along the boulevard, the beautiful shelter house of the Park comes into view.

5. NO BLACK-FACED TYPE or display of any kind will be allowed under this head, thus making a small ad as noticeable as a large one.

6. Frequently the plant is pulled out roots and all, by the cattle's feeding on it. [This is a passable sentence, but the writer did not need to use the possessive. Why not?]

7. Pineapple slips, though not entirely new, are a help when preparing this fruit.

8. In commercial arithmetic the boy labors to fix his mind on problems of profit and loss; but once launched in business these things are more attractive than baseball.

9. The goods will be shipped when ordered, and while being paid for you can enjoy the use of them.

10. You will be repaid many times over in after years, for on the sheathing being good or bad depends whether your home will be dry or damp.

11. Aside from this big saving when patronizing us, we don't want a penny of your money until you have tried our cigars and found them satisfactory.

12. Being in conversation with a certain man, he told me that very thing.

13. And so, instead of the arid lands remaining the last resort of a crowded community seeking cheaper lands, they became the prize of the progressive farmer.

14. The demand for irrigation constantly growing, with the salutary results in evidence, was met by the organization of companies.

15. They are again inspected, sent to the finishing room, finished, given a final test, crated and shipped, thus insuring absolutely perfect engines when they reach our customers.

16. Being made in biscuit form you can easily prepare a delicious meal from this cereal.

17. The blade slants instead of being straight, so it can be used for chopping meat when cooking in a deep vessel.

18. Due to the distance of the market, these goods should be shipped by Detroit.

19. Due to general dissatisfaction in the office, the manager discharged this chronic kicker.

20. Car looks like new, and if sold will take $1,500 for it.

21. *Since introducing this policy, the income of employees has been increased.*

§ 43. 1. Learn the table and recite it to some patient friend. Then write the numbers of those sentences following in which *will* is correctly used.

1. *The merchant said in caustic tones: "James Henry Charles Augustus Jones, please get your pay and leave the store; I will not need you any more."*

2. Our advertising department will be happy to send you our booklet.

3. If we get this fact fairly fixed in our minds we will see that the solution lies in dividing the country into territorial units small enough to get both supply and demand at once.

4. We won't be sorry if it comes out that way.

5. We'll be glad to send you particulars of our publication and service.

6. While it is true that we are about to decrease the amount of space which we have been using in railroad papers, we would say, for your information, that we will only give up those papers which are of small circulation.

7. I wish the copies sent to me personally instead of to the office, as I will then be sure to get them, and if they reach the house, I will be sure to read them.

8. I shan't raise any objection, as he will make good.

9. I'll be glad to oblige him or any of his friends.

2. Which of the following are wrong?

1. Will you please dine with me? I certainly shall.
2. I will conquer, or die in the attempt.
3. We will change the subject, if you please.
4. Shall you be there? I will.
5. Shall I put the office to rights a little? Yes, if you will.
6. Will you be glad if it comes out that way?
7. Will I go?
8. Won't you be sorry if you do?
9. You ask me if I'm going. No, I shan't go.
10. I shall have to do it.
11. I'm afraid I'll miss my train.
12. I was afraid lest I'd miss my train.

3. Consider carefully the tense relations, and rewrite:

1. Harry T. Emerson, Menominee's popular and enterprising mayor, was born in the city of Chicago, February 29, 1861, residing there until coming to Menominee in 1889.

2. Preparing for the warm weather of summer is one of the things that housewives often overlook, thus bringing upon themselves in the spring much anxiety and unnecessary suffering during the heated months.

3. The winter carpets and rugs can be sent to the cleaner in order that they will be ready when the first cool days come in the fall.

4. Let us suppose your packages are worth $125. If you register one of these packages, it costs you 8c, and you would only get $25 protection. If you will insert one 5c coupon in a registered package it will cover $50. If you will insert two, they will cover $100. So registered mail and our parcel post coupons combined will protect you up to $125.

5. Gentlemen:

We just collected an old account of $10.00 which has been on our books for three years and we have tried every other way to make collection.

6. Gentlemen:

We succeeded in collecting an account of $4.33 which has been on our books for six years and we have endeavored in every other manner to make the collection.

7. Mr. Dysinger says he has about 80 acres of this mixed crop and claims that it was never excelled by anything which he has ever seen.

8. I wanted to have filled the order.
9. I should have liked to have gone.
10. It was his privilege to have complained.
11. I felt that it was my duty to have joined in.

§ 44. I. Report the right word or phrase. Do not copy the sentences; the word and the number will be sufficient:

1. I've looked [every place, everywhere].
2. We offer money [straightforward, in a straightforward manner].
3. I am not feeling [good, well].
4. I'm feeling [bad, badly]; half-sick, in fact.
5. How [sweet, sweetly] she looks in that gingham.
6. Oats are doing finely; they look [fine, finely].
7. That expression doesn't sound [good, well].
8. Did you sleep [good, well]?
9. This butter is keeping [nice, nicely].
10. How are you getting on? [Nice, Nicely], thank you.
11. I'm [awful, awfully] ashamed.

12. Enclosed find five subscriptions. I think this is doing pretty [good, well].

13. This firm provides an [unusual, unusually] good kind.

II. 1.-4. What form of the personal pronoun must follow a preposition?

5. *Around* is not to be used with what kind of expressions?

6. What is the difference between *home* and *at home*?

7. Explain the distinction between *beside* and *besides*.

8. *Between* refers to how many objects?

9. Make a sentence about "between breaths."

10. Write a sentence similar to that of this section.

11. Write a sentence similar to that of this section.

12. Explain the distinction between *in* and *into*.

13. Write a sentence in which *off of* would be correct.

14. *Than* is a preposition in what phrase only?

15. What word could be supplied after each sentence?

16. What is the common error?

§ 45. 1. What word in the following is wrong?

Learn now how much longer service they give, how much better work your stenographer can turn out and how much more uniform and satisfactory they are than ribbons and carbons that have been laying around on the dealer's shelf for months and months.

2. Having studied the list carefully, report conscientiously what errors you now often make or formerly made in the use of these words.

3. Construct half a dozen sentences of your own to illustrate the correct uses of *lie, lay, lying, laying, laid, lain*.

4. Construct sentences with *showed* and *shown*.

5. What word is frequently used for *teach* by uneducated persons?

6. Construct sentences illustrating the perfect participles of *swim* and *drink*. Which of the two words is the more commonly misused?

CHAPTER X.

EFFECTIVE SENTENCES.

§ 46. 1. We shall have occasion to refer to this matter of emphasis in later exercises, as in earlier.

2. Rewrite the following, placing *only* in its best position:

1. It only costs a cent to send us a postal.
2. There are few articles that can only be advertised in one way.
3. He is one of hundreds of depositors who only need a little encouragement.
4. So long as the governor could only appoint the minority part of the commission, there would be no inducement to corruption.
5. The people reached by McClure's Magazine are the kind who are influenced by true and faithful statements about goods only, but they *are* influenced by true and faithful statements.

3. Rewrite the following with reference to the position of *not:*

1. All the fools are not dead.
2. All the money isn't used up.

And rewrite the following in such a way as to avoid the use of *do, does,* and *did:*

3. We did not have a good time, but a busy time.
4. I do not want a brilliant salesman, but a sensible one.
5. He doesn't think that you prevaricated, but that you were sadly mistaken.

4. Rewrite:

1. This is the first grocery paper. to voluntarily prove circulation.
2. In the past the farm paper's chief function was to aid the farmer to profitably market his produce.
3. Ignorance of the law waits for the unwary—to sooner or later catch the unguided.
4. To actually find out, consult the office-boy.

5. Rearrange the following sentences in such a way as to avoid the slightly humorous suggestions. If mere rearrangement is not sufficient, recast; but don't take refuge in punctuation.

1. Do not forget your tooth powder, for you may have trouble in finding the kind you use in a strange place like that.
2. Wanted—a high class open fire hard boiled candymaker.
3. We have placed hundreds of men who have never had a day's experience in good positions where they earn from $100 to $500 a month, and all expenses.

4. I buy of advertisers in SUCCESSFUL FARMING because you guarantee their honesty in preference to buying of advertisers in some other paper.

5. I always buy from SUCCESSFUL FARMING advertisers when I need something because I know they are honest.

6. Is there a man with one eye named Walker in the club?

7. Mrs. J——— is wanted for spearing fish out of season with her husband.

8. We have received inquiries for the goods which we have advertised with you from all corners of the world.

9. We guarantee these socks against the need of being darned for six months.

10. I lend money to ladies with allowances from their husbands who want small sums confidentially without security.

11. We will teach you to be an expert by mail in eight weeks.

12. DO NOT WASTE TIME AND MONEY GOING TO NEW YORK, or to anywhere within 24 hours' travel from that city, for business matters there which could be attended to by a business man of experience and integrity on the spot in touch with conditions.

13. Let me study your business personally and privately with you, criticising your regular daily letters (carbon copies), and myself actually rewriting your important sales letters till you catch the knack of making them pull yourself.

6. The order of the words in the following is intelligible, but can be improved. Rewrite:

1. We enjoy reading your magazine very much.

2. Motion pictures always will pay a good return.

3. We look forward each month to the receipt of your publication with much pleasure.

4. Charles Dysinger has during the past two years proved that it is the crop the Chippewa sand places need.

5. Referring to the advertisement which we have been carrying in the Engineering News, we beg to advise that the results have been, from your most excellent journal, very flattering indeed.

6. Since I have run the advertisement in your paper, for Recording Instruments built by Mr. Jules Richard, I have found that the answers received from it have been more numerous than from any of the others in the same field.

7. Dear Sir: In reply to yours of the 21st inst., would say that we have been able to collect accounts by the use of your System that we had unsuccessfully tried to collect for seven years.

8. A form letter showing the earmarks of imitation, upon casual inspection, is useless.

9. The layers of fabric and the inter-layers of fine Para Gum "friction" are by our own individual treatment, amalgamated into what is practically one solid mass.

10. Contains complete list of the names and addresses of the officials of American railways recompiled and corrected every thirty days.

11. For the unconsidered location of the plant—three-quarters of a mile from the Midland's junction with the C. & K. and accessible only over the former's rails—he was not to blame. But the ruinous blunder had been his in confining his sales to the territory covered by Dodge's road.

§ 47. I. 1. Recast the following in such a way as to prevent tracing the Steel Nut to the paper:

From the inquiries we are constantly receiving concerning our Elastic Self-locking Steel Nut which can be traced to your paper, we feel satisfied that it covers the Engineering field very thoroughly.

2. In some way keep the boiler from resulting from the description.

It will probably be gratifying to you to learn that while our boiler has been described in some 7 or 8 technical papers in addition to the Engineering News, most of which papers have given the boiler more space than you did, we have to date received more inquiries for catalogs and other information regarding the boiler which resulted from the description in the Engineering News than from all of the other papers combined, except one.

3. The writer of the following (Mr. Hugh Chalmers) evidently wished the word *honest* to be emphatic. Very well. See if you can recast the sentence in such a way as to end with *honest* and yet keep the *who* away from the *fool*.

Honesty means what a man *thinks* as well as what he *does*. And a man is nothing short of a fool nowadays who is not *ABSOLUTELY* honest.

4. Is there any earthly objection to reversing *honest* and ABSOLUTELY in the preceding sentence? I ask merely because Mr. Chalmers seems to want ABSOLUTELY to be rather emphatic.

II. Do not correct the following sentences, but point out with precision just what each doubtful reference is.

1. The Leader will sell about forty pigs four to six weeks old at auction in their back yard at 3 p. m. Saturday.

2. We take pleasure in stating that we are very well pleased with the results of our advertising in your paper, the best proof of which is that we are continually increasing our advertising space.

3. This region embraces two-fifths of the entire area of the United States, in view of which, little wonder attaches to the importance of its reclamation as a vital contributor to the wealth and future prosperity of the Nation.

4. Christmas McClure's was a wonderful production, a beautiful book, full of interest and worthy of the Company which produced it. It deserves the success which it sustains as one of the leading and most prosperous magazines in the country.

5. This steel vertical file is richly enameled in olive green tone, with oxidized brass trim; the finish is baked on; it will adorn any office.

6. The Inland Grocer works for the grocery trade and the grocery trade knows it and it treats the trade topics with candor and absolute fairness.

7. One of our advertising men was talking to a manufacturer in Washington about reaching the retailers of dry goods. He wasn't sure that we had the right medium.

8. The farmers have been pruning the fruit trees. Some of the trimmers exceeded the limit, but we are assured they will not die.

III. Recast the following in such a way as to make the implied reference explicit and unmistakable:

1. In the field of Civil and Industrial Engineering, thousands of these men place their faith in the Engineering News.

2. Many good farmers maintain that in order to cure hay thoroughly the grass, when cut, should be allowed to "sweat" freely. This may be done by piling the mown grass into small heaps.

3. Newspaper advertising pays, although it is a great expense to keep them running.

4. Advertising pays, and all successful merchants do so.

5. Show this wringer, and try to sell them.

6. This spark-plug is good; we sell them in large quantities.

7. Franklin may have been considered one of the most progressive men of his day, but he never saw a railroad, a subway, an electric light, an aeroplane or even a card index, simple as it may seem to those who make daily use of it.

§ 48. Recast the following so as to keep a unified structure throughout:

1. Millet is considered by experts to be next to oil-meal for feeding purposes, and that the stalks of the plant which grows to eight and nine feet in height is the best hay for stock raising if cut before it has reached maturity.

2. The desirability of keeping men in the organization year after year and to assure a degree of assurance that will promote the largest efficiency is most forcibly expressed in the pension systems inaugurated by so many large railroads and industries.

3. It celebrates the birth of a new nation at the time forced into action for relief from oppression, but which time has proved to be a benediction and a promise to the oppressed of every land where tyrants prod.

4. It is possible that you don't realize what a great industrial plant a modern mine is—that besides using thousands of dollars of equipment consisting of crushers, breakers, milling and smelting machinery and appliances devoted directly to actual mining work there is bought each year thousands of dollars worth more of every-day power plant equipment.

5. This book describes ends sought by incorporation; stock subscription lists and contracts; tells where to incorporate and the cost; detailed explanation of capitalization and the stock system, and the status of stockholders: describes the nature and functions of the Charter and By-Laws; tells how to conduct meetings; how to elect officers and directors, and defines their duties, powers, and liabilities; full information on the protection of minority interests.

§ 49. 1. Scrutinize the following, to see if important thoughts are reduced to the rank of participles. If so, elevate the participial phrases into clauses or sentences.

1. B. W. Snow in a résumé of Kansas conditions, says that the state as a whole can still raise 25,000,000 to 50,000,000 bu. more corn than last year, although admitting serious damage in the southern half of the state.

2. A Safe Investment is offered in a strictly high grade money-making business not often available to the Investor having from $100.00 to $1,000.00 to place in the stock of a rapidly growing $50,000.00 corporation, having $18,000.00 of its Treasury Stock still to place.

3. The rainfall farmer is obliged to resort to the "rotation of crops" and "fertilizers" to maintain the productiveness of his soil, but in many instances where arid lands have been farmed for forty years, there has been no perceptible diminution in the quality or quantity of crops, proving conclusively the stability of the richness of soil.

2. Improve the following:

I am thoroughly convinced that we could at this time establish a local parcels post which would be self-sustaining, whereby the people of any city or village could send out to people on rural routes and doing business with its merchants, parcels of limited weight, patrons in turn sending in parcels in the same way.

3. Recast:

1. As these fruits are perishable, we must sell them *now*, as we have no ice.
2. The cost of the cartage of the goods of the kind of which you write will be considerable, since the rates of the express companies of this town have advanced, since a strike is in progress.

§ 50. 1. Rewrite and improve the balance:

1. This is a book the leaves of which are ruled and printed in a score of forms, yet simplicity itself.
2. The mechanism of the average binder is intricate; in the Kalamazoo simplicity itself.
3. Your message in this paper gives merchants the opportunity of knowing what you are offering, and that you seek export orders.

2. Rewrite the following:

1. A merchant who refuses to advertise both imposes upon other merchants who sell similar goods and his customers are in danger of deserting him.
2. Our coffee is both select and the price is right.

3. Study all the following and rewrite at least two of them:

1. Here, at last is a practical book on both Business Letter Writing and Business English—a book that will not only tell you how to write forceful, effective, dollar-winning business letters, but how to improve your every-day business speech.
2. And I want to say to you that if you buy a McFarlan "Six" you will not only get MORE VALUE, BETTER SERVICE, EASIER RIDING QUALITIES, and economical results, but a car made by a firm WHO IS FINANCIALLY ABLE to carry out their plans.
3. At this time the farmer not only offers the advertiser greater immediate profit than any other class, but the opportunity to make himself practically proof against ten times the competing energy exerted after farm standards become fixed.
4. If you would own a dictionary in which you may seek and never be disappointed, in which you may not only find absolute authority on the spellings, pronunciations, meanings, and correct usages of words, but a vast wealth of other important supplemental information, then you must possess this unequaled record of the whole living English language.

4. Rewrite the following:

1. "LETTER LOGIC" is not a hefty booklet, either in an avoirdupois or intellectual sense, but it contains some of my sales letter notions which might fit in with yours.
2. We can supply you either by the bottle or glass.
3. *Now* is the time to look your future in the face. For *now* either you are fencing yourself in to a narrow little field where you will find yourself standing at 40, or you are breaking down the barriers and providing a limitless range for yourself.

5. Correct the correlations:

A fact which has fallen under the observation of the practical farmers is that the grasses on low lands do not produce so much nor so good a quality of milk, nor so much fat in animals as the same species of grass grown on upland soils.

CHAPTER XI.

THE HISTORY OF BUSINESS WORDS.

§§ 51-53. After studying these three sections, read carefully what is said under section seventy. Then write an abridgment (not a summary) of §§ 51, 52, 53. Reduce the bulk of them one half by omitting words. Be careful to leave the more important illustrative words; *coffee* and *cotton* are more significant business words to retain than *nabob* and *syrup*.

§ 54. Write a theme of three paragraphs with the title, The History of Certain Business Words. Take your information freely from the text, precisely as you would from the dictionary. Let the first paragraph deal with the three or four words whose history seems most curious or romantic. Let the second deal with three or four words which carry traces of large historical movements. Let the third paragraph treat certain words that have a lively (and perhaps humorous) bearing on business as you know it. Let each paragraph be coherent. This will mean that you must find certain logical connections among the words chosen, and that your transitions must be smooth. If you can make your treatment somewhat characteristic of yourself, so much the better; these words strike different persons in different ways.

§ 55. Recall or find certain other trademarks, and discuss them in the light of the section, making a theme of two or three paragraphs. Give the theme an appropriate title.

CHAPTER XII.

TONE, OR DEGREES OF DIGNITY.

§ 56. Give other illustrations of colloquialism, cant, and vulgarism.

§ 57. Explain the general relations of colloquialism and vulgarism to business English.

§ 58. Which sentence of the letters quoted strikes you as containing the most ludicrous slump? Write it.

§ 59. A. Read carefully the following:

1. I MAKE CATALOGUES, BOOKLETS, PRICE LISTS, FOLDERS, Circulars, Mailing-cards and Slips, Circular Letters (of the latter often a series), Newspaper, Magazine, and Trade-Journal Advertising, Street Car Cards—in short, Commercial Literature in all of its many possibilities. I make all of these things without one atom of reverence for "ruts," stereotyped method, or even for the way other people usually make them, and I have, moreover, a strong aversion to so-called "funny" (?) advertising. I am almost ashamed to state, furthermore, that I sometimes make mistakes—of various kinds—but try "ever so hard" not to offer them for sale. To the man whose sagacity prompts him to use his regular business stationery when writing me, I am prone to send samples of my "doings" that have been known to make trouble for Him with the 10th commandment. Some of my most cherished victims are confirmed "System" readers.

2. GOOD ADVERTISING, I MEAN THE KIND THAT IS "ADHEsive,"—that sort'a sticks in your mind,—is a composition (not necessarily an accidental one), of the horse-sense—and know-how-ness that is known to the trade as "gumption." To baldly claim to be the sole and only "it"—in any direction, savors so strongly of egotism that it may very well be omitted. Of the brothers "Sayso" and "Duso," the latter is by long-odds the favorite with most people. If you would care to have some of my advertising things sent you and will "Sayso," in a decent brief note—(not on a postal card please) perhaps I'll "Duso." I make catalogues, booklets, price lists, folders, circulars, mailing-cards and slips, circular letters (of the latter often a series), newspaper, magazine and trade-journal advertising, street car cards—

Suppose that you wanted some form letters (circular letters) to use in advertising, direct to the consumers, some article for household use. Should you care to entrust the task to the writer of the advertisements quoted above? Be perfectly frank. Do not answer in the negative unless you are personally convinced that the tone of the letters would probably prevent their success. Discuss the matter a little.

B. Reduce the tone of the italicized words:

1. We had an *elegant* time.
2. See the *scrub-lady.*
3. I'm building a new *residence* for my family.
4. I'm tired and am going to *retire.*
5. He broke a *limb.*
6. Say, that was a fine *banquet.*
7. The scope of Billy's *financial operations* has been exaggerated.
8. The scheme has sunk into *innocuous desuetude.*
9. The explosion *caused* me *to* stop and look round.
10. The tipping of the boat *caused* me *to cause* the pickerel *to cause* a jump out of the water, which *caused* me in turn *to cause* the boat *to* capsize.
11. In this case the man is Ben Hampton, with whose *advent* the magazine assumed its present name and character. Up to the time when Mr. Hampton took hold of the business, the publication which he was destined to *metamorphose* and to start and maintain in the high-road to success, had simply been one of the mass of current periodicals.
12. When you are matching your arguments against another man's half-hearted interest—ordinary copy won't *cause him to become enrolled* as your customer.

C. Raise the tone of the following sentences by substituting more dignified expressions for those in italics:

1. He is a salesman of no mean *calibre.*
2. The goods weren't *fixed around* in the window as they should have been.
3. He had got into the *deal* too far to *back out.*
4. Our manager is going to be *fired.*
5. If I take that field I shan't see my *folks* often.
6. We went to a *nearby* hotel. [Say "hotel near by."]
7. *Anyway* that was the price fixed.
8. That helps us *some,* at all events.
9. We found the goods *in back of* the freight house.
10. He is *a great success* in his business.
11. He has *lots* of *scads.* [*A lot of* is more dignified than *lots of,* which suggests job lots. But the tone can be still further raised.]
12. That's a *mighty* fine line.
13. We have *quite a few* of those pieces left.
14. Stand *right* there. [Use *just.*]
15. I can't quit *without* I ask permission.
16. He wore a white *vest.*
17. These coats are strictly *up to date.* [Don't say *contemporaneous*—that's bombastic. *Up-to-date* is a good colloquialism, but is there nothing else to say instead?]
18. At which hotel are you *stopping*? [Remember the old joke: "If you manage to get within reach of my house, just *stop.*"]
19. He said I *couldn't* go; he wouldn't let me.
20. Morgan is certainly a *big* financier.
21. The way that business went to pieces was simply *fierce.*
22. I *expect* you had a hard time.
23. That account will have to come *off of* the books.
24. They *blamed it on* me.
25. They really *hadn't ought* to have done that.
26. Little old New York is *plenty good enough* for me.
27. I don't like these *underhanded* methods. [He means *underhand.*]
28. We wanted to eat *the worst way.*
29. He is studying *for a doctor.*

30. The factory up *to* Houghton is theirs.
31. He was just starting out on the road when he *took* sick.
32. An ideal salesman *wants to* control his temper.
33. I don't know but *what* we shall have to buy.
34. There wasn't one of us but what *went broke.*
35. I didn't stay for the *balance* of the story.
36. What's the *damage* for this *blow-out*?
37. Hello, *Doc*!
38. The preacher *handed us a square line of talk.*
39. I saw that drummer talking with a *lady friend.*
40. How has the business *panned out* this year?
41. It was a *talk-fest* by a *bunch* of *faddists.*
42. I don't take *much stock* in his stories.
43. He is thoroughly *posted.* [Don't imply that a man is only a ledger.]
44. We don't *endorse* all he says.
45. I've got a new *auto.*

§ 60. A. Learn the following paradigm for oral use:

I'm not
you're not or you aren't
he's not or he isn't
we're not or we aren't
you're not or you aren't
they're not or they aren't

B. Use all the forms of A in each of the following:

1. ——— going.
2. ——— afraid.
3. ——— right.
4. ——— so sure.
5. ——— objecting.
6. ——— so bad as you think.
7. ——— the first to say so.
8. ——— the only consideration.
9. ——— asking much.
10. ——— aware of the fact.

CHAPTER XIII.

ACCURACY IN DICTION.

§ 61. Write a summary of the section; about one hundred words will be enough.

§ 62. Write a summary; about one hundred words.

§ 63. Write a summary; about one hundred words.

§ 64. A. Write one hundred illustrative sentences. The task will not be so long as it sounds. When the listed word is a poor one or an overworked one, use a better equivalent.

B. Give a better expression for each italic word. Do not copy the sentences. Number your words.

1. Robe dresses are *in evidence*, with spots as large as a silver dollar forming the border.
2. Manufacturers and Merchants who acquaint the public with their wares through strong, *forceful* advertising will carry away the prizes.
3. We are pleased to *advise* you that we regard our advertisement in your magazine as a paying *proposition* to us.
4. It is time that housekeepers *got up against* the cleaning house *proposition*.
5. The arid lands actually desert are few, but the scanty vegetation on the *balance* is of little value.
6. Issued once a week, it keeps a majority of America's shoe retailers *posted* on the latest shoe styles and trade news.
7. Considering the character of your *clientele* and the class of people from whom these inquiries come we consider this very good.
8. Knowledge of your proposition—enthusiasm in its possibilities—and compelling power which lifts opposition fairly off its feet—these are *factors* explaining the success of my copy.
9. When we seed down fields to grasses we limit our mixtures to too few species, *thereby* failing to arrive at the most profitable results in the maintaining of permanent pastures.
10. But, somehow, Mrs. J. failed to *enthuse*.
11. It is now up to us to follow this magnificent advertisement by a vigorous campaign for business and *thereby* deliver the goods as advertised.
12. The failure of a squeeze to *materialise* on the last day of the future, and the fact that closing prices did not disclose any attempt at extortion, made it patent that an investigation was unnecessary.

C. Write a paragraph discussing the following sentence from the point of view of common sense:

To keep one's self calmly alert, wasting no energy and conserving one's forces is the sure way to gain power and magnetism, and these are the two factors which make "charm."

D. Substitute more accurate expressions for those in italic. Report the words, by number. Do not copy the sentences.

1. We thank you for all the pains you have given us.
2. The doctor reached his destination *with his cargo scattered somewhere behind him.*
3. We have an *elegant* orchard to sell.
4. This book contains the *baffling* problems set for the C. P. A. examinations; buy it and you will pass.
5. Is this field *worthy* your attention
6. Grape Nuts is a *partially* predigested food.
7. The evening was spent in games, and *after* a luncheon was served.
8. Wider stole stock *comprising* gilt-edged securities.
9. We shall finish, *providing* nothing happens.
10. This engine runs equally well at thirty below zero *or* in tropic heat.
11. Mr. Editor. I notice you *mention* the Rita was designed by Perkins.
12. This sextet from Lucia is the *highest-priced* Victrola record in any catalog. [The price is $5, as against $7.50 for certain other records. Consider what the writer means.]
13. Wherever you are *located,* you can use our letters.
14. The Chinese have a special fascination for calendars. [Recast the sentence.]
15. Applications will be considered strictly in *rotation.*
16. We will take care of correspondence *emanating* from this ad.
17. Roosevelt's articles gave Scribner's a *lively* impetus.
18. We *fill* every need.
19. The personal *element* between teacher and student is important.
20. *Portrayal* of color ratios that was impossible without special orthochromatic apparatus until this improved film with its faithful chromatic balance was introduced.
21. Postum must be well boiled—15 minutes at least. This develops its rich *snappy* flavour.
22. Each visit to the park will, therefore, prove *a liberal education* in forestry.
23. There is a splendid view of the sparkling waters of the bay, the boulevard *dotted* with carriages, automobiles and merrymakers.

§ 65. Write illustrative sentences for as many groups as time permits. Choose the groups which interest you most. Consultation with your instructor as to the amount you attempt is necessary.

CHAPTER XIV.

FULLNESS AND BREVITY.

§ 66. Name the various forms of wordiness; those of the opposite fault.

§ 67. Summarize the section in exactly one hundred words. It may perhaps be better done in ninety-nine or one hundred and one, but do it in just one hundred.

§ 68. A. Have the sentences read aloud to you (when you are ready) and tell the reader the shorter versions.

B. Rewrite the following in briefer form. Some sentences can spare but one word; others can spare several.

1. This car will maintain a good speed on dirt roads where the mud is so deep that other cars cannot travel there.
2. This binder will admit of the sheets' being straightened.
3. The first letter is such a corker that I don't think I shall need but a few of the second.
4. Burr Osborn went to Kalamazoo today to commence his new duties in the abstract office. His wife will remain here a short time longer.
5. We trust that if you wish to get all the back numbers that you will take advantage of our offer.
6. So the sheeting is therefore very important.
7. Included in this book we give you all that we know about the art, the actual inside secrets of writing letters that win.
8. An unprecedented business has been done from the start, as with but $26,000.00 paid into the Treasury a business of between four and five hundred thousand dollars was done during the first year.
9. In the field of Electric Railway Construction, Operation and Management, practically every man in the business relies upon our paper.
10. Their returns confirm its powerful strength in the small towns and rural districts.
11. We will send you a large, heavy, massive volume.
12. We will agree to send the News to any person for a dollar.
13. We will write you letters for $5 a thousand, all filled in with names, addresses, and salutations complete.
14. The trouble is that the cover stocks are usually made by one maker, and the book papers by another, with no idea of getting them to harmonize, or of making good combinations.
15. We take pleasure in saying that in point of largest proportion of orders from inquiries received, Harper's Bazaar stands at the head of our list.
16. Profit sharing not only holds men but it stimulates them.
17. A Chicago woman was crazed by the sweetness of music. Such things often happen, but not from the result of the music's sweetness.
18. There is no other method of uniting the interests of employer and em-

ployee that is capable of wider application than the sale of stock to the men on the pay roll.

19. Send any committee to investigate the lives of Italians and other foreign races in the United States, and you will find that no other foreign communities, Americans not excepted, live such moral and chaste lives as the Italians.

20. Enormous wealth lies hidden in the public lands, though they appear barren wastes of arid desert.

21. Equally as good mixtures can be made.

22. Their responses were equally as frank.

23. You pass other stores, notably among them the Kearsarge and the Wolverine.

24. We shall be glad at any time to speak a good word for you whenever we can.

25. We are pleased to state that there is not a day goes by that we do not get one or more inquiries from our advertisement in your paper.

26. It gives us pleasure to advise you that as an advertising medium for our goods we consider your paper one of the best for our use.

27. There can be little doubt but that you are right.

28. The grocery papers at that time represented a very poor vehicle for advertising. [Change *represented.*]

29. In a recent lecture by Mr. William Arthur Chase, president of the National association of certified public accountant examiners, he defends the general conduct of the examiners.

30. These funny motion pictures are all bubbling over with humor and amusement.

31. J. B. Rothrock, who has been canvassing in Minnesota, from Crookston to St. Paul, reports that in most parts of the state that he passed through, crops look very poor, this condition being, however, not general as in spots here and there, grain is from fair to good, but by far the greater majority of fields are poor.

32. He is a new beginner.

§ 69. A. Master the section in the same manner as the preceding.

B. The following sentences (from letters and trade-journals) suffer from ellipsis. At the points indicated by carets insert words to show what was really the intent of the writers. Report by number the words inserted.

1. For that picture which you want so much and ∧ must be taken, use our film.

2. The McFarlan is the best value in America not only because we say so, BUT ∧ IT IS.

3. The shape of a motor boat has much to do with its strength as well as ∧ its appearance.

4. Our business has grown to many times the size ∧ when this system was begun.

5. A chance was given to subscribe either to the common or ∧ the preferred stock.

6. Carnegie feared only one loss—∧ men.

7. His record both as congressman and ∧ senator is clean.

8. Miss S. H. Righter was in our employ for several months and ∧ found her work satisfactory.

9. Oil has practically become the fuel of the Pacific coast. It has supplanted

coal, because it is cheaper. It creates the power which moves locomotives on the railways, Λ steamships on the seas, and turns the wheels of mills and factories throughout the Southwest.

10. The amount of the present is based upon the length of service and the amount of salary, so that each year the amount received is a little greater than Λ the preceding year.

11. You can't afford a poor teacher; lessons would be expensive Λ if given away.

12. In the majority of cases it has added both to the income of the employees and Λ the profits of the company.

13. POWER AND THE ENGINEER reaches the superintendent, the chief engineer, the engineer Λ not yet chief, but who some day will be—

14. It is progressive as well as conservative, and each issue contains a vast amount of information of much interest, both of a technical and Λ practical character.

15. I certainly want to buy of those who advertise in SUCCESSFUL FARMING, because I do not have to wait and look them up Λ if they are good.

16. The work of improving reflects great credit on the commissioners from a practical as well as Λ an artistic standpoint.

17. If you haven't sold to mines we can tell you in a moment whether you can Λ

18. "I buy of guaranteed advertisers in SUCCESSFUL FARMING in preference to Λ those in some other papers."

19. To tell the truth, we cannot take care of the work coming to us through our advertising Λ, of which the Engineering News ranks second if not first.

20. We regard the "Engineering News" as a very valuable advertising medium, and take pleasure in saying that we believe we receive better results from advertisement in same than from Λ any other engineering publication.

21. We also find the class of inquiries received from your paper to be much more satisfactory than Λ the average advertising medium.

22. We can report satisfactory results from our advertising in the Engineering News, both as to the number and Λ quality of the inquiries which we have received from this source.

23. It goes without saying that we are well pleased with the Engineering News, and we hope that in the future you will keep it up to the high standard that you have Λ in the past.

24. History records no greater personal heroism, no finer magnanimity in victory, no greater fortitude in defeat than Λ exemplified in the army of George Washington.

25. This means economy, both in time and Λ money.

26. Mr. Farmer, who has stuck to the lop-eared mule, the hog-lot and the cornfield, is buying pianos, automobiles, and the land that "jines" his'n, and carries a fat roll Λ a bank book, and his hand doesn't tremble when he signs his checks.

27. We have received more inquiries resulting from our advertisement which is appearing in your magazine than Λ any other Engineering paper that we have advertised in.

28. It ought to have a marked influence for improvement on the Advertising, Selling, and Merchandise Distributing policies—subjects Λ being studied more closely by Investors.

29. Our paper goes the rounds of the whole family, appealing to the men as well as Λ the women.

30. Its editorial matter shows Λ the confidence reposed in it is merited and appreciated.

31. Agreeable to your request of August 2nd, we are very Λ pleased to forward to you a copy of our text book.

32. In many respects the character of service we render is unique—Λ perhaps not clearly understood by many advertisers.

33. You will not have to make the usual compromise between the book and Λ cover stock—you don't need to be told that the

34. We are selling goods through the Engineering News at a smaller per cent of expense than Λ any other Engineering paper.

35. The engineering feats, apparent in the cataracts of the Nile, oonclusively indicate their object for irrigation and navigation. [Recast.]

36. Actually to find out just how to win the attention of man, woman and child, he consulted 10,000 women, Λ 2,000 business and professional men, and observed 1,000 magazine readers.

37. I am sorry to say there is no cover Λ goes with the boat.

38. Here is a clothing concern Λ wants you to buy.

§ 70. We have already had several exercises in abridgment and summary. Unless, however, the instructor excuses you, make first an abridgment and then a summary of some business article. Let the scale of reduction be one half for the abridgment, and one quarter for the summary. In writing the summary, *remember the last paragraph* in the text of this section.

CHAPTER XV.

IDIOMATIC PHRASEOLOGY.

§ 71. Write a summary of the section; about three hundred words. Remember the last paragraph in the text of section seventy.

§ 72. Rewrite the following cases of mixed idiom:

1. This statement is probably rather unexpected, as you probably know that we carry space in all such papers whose readers are interested in this class of machinery used for handling coal.
2. The mine often has as much, or more machinery, underground than on the surface.
3. Answering your favor of May 22 we beg to say that we consider the Engineering News among the best, if not the best, advertising medium for our line of goods.
4. I find upon a careful investigation that the service over the Michigan Central is equal if not better than that of other markets.
5. The first cost of arsenate of lead is considerably more than for paris green.
6. Road maintenance is of as great or even greater importance than road construction.
7. Rustling silk petticoats are returning in favor.
8. The janitor was left in the charge of the building.
9. The child was left in charge of the janitor.
10. This coffee is very different than the other.
11. It is more aromatic and very different from the other.
12. He is very different than they thought.
13. This is a consideration quite different than we thought.
14. This coffee is equal to if not better than the other. [Write, This coffee is equal to the other, if not better.]
15. This coffee is different and better than the other. [Change the order as in 14.]
16. These windows look to be large.
17. There are several windows on each wall.
18. There is no one who is not capable to hold that job.
19. You have the privilege to complain.
20. He seldom or ever wants to buy.
21. A maker of an electrical apparatus recently went with one of his salesmen to call on a prospective customer. They found that purchases of this apparatus were in charge of a different department than is usually the case.

§ 73. Use more idiomatic expressions for those in italic. You need not copy the sentences.

1. It gives us pleasure *in renewing* our contract.
2. Wouldn't it be great if everybody in your office wrote a clear, clean, legible hand? You can bring about such a condition, easily, and *with* trifling cost.

3. The main canals, to be *of permanency*, are constructed of rock, earth, and concrete.

4. The charges preferred against him were *for* uncommercial conduct.

5. *To* the man in a private office, SYSTEM is welcomed as a guide and constant adviser; to the man in charge of other men, either as employer or superintendent SYSTEM offers business secrets which he might never have the opportunity to find out for himself.

6. The American will do the work of the $100 machines at high speed and is covered *with* the same guarantee.

7. In justice to you we should extend to you an expression of our gratification *of* the excellent results received from advertising in your paper.

8. Its broad piazzas overhang the water, and from this point boat races may be watched to advantage and Λ unobstructed view. [Insert the right word.]

9. I don't know *as* I want to go.

10. In renewing our advertisement, we wish to say that *it is remarkable as to* the territory covered by your paper.

§ 74. 1. This list should be carefully learned and recited to some friend.

2. Rewrite the following to improve the idiom:

1. The head of the firm said *to see* him.

2. He is the best of *any* of our men.

3. There are three things *to do*; meet his competition, buy him out, or quit.

4. The office stands *in back* of the factory.

5. A writer of follow-up letters must have great persistence *to keep* at it, or he will fail.

6. Jones is the *more educated* man.

7. Let's *go see*.

8. I will go *providing* you let me.

9. This is not *as* large as we expected. [After *not*, the usual word is *so* rather than *as*.]

10. I *cannot but* fail if I try hard.

11. I *can but* succeed if I try hard.

12. This is *such a large* job that I am afraid of it. [The idiom is passable, but there is a better one.]

13. He is a hasty man *because* he looks hasty.

14. It *did not take* but little to rouse him. [Say, took.]

§ 75. Rewrite the following and make them more logical:

1. To be calm is not being apathetic, but just quietly alert to all good and noticing nothing that will disturb.

2. This policy is expressing itself in multitudinous forms: from the country grocer who gives his delivery boy a knife for Christmas, to the great pension system inaugurated by a world-wide organization—from an annual "company picnic" to a far-reaching civil service promotion system.

3. It has taken many, many careful steps in planning, manufacturing and testing to develop the marvelous heat-producing IDEAL Boilers and AMERICAN Radiators. They are the final steps in heating economy.

4. A difference in advertising mediums is a difference in character of magazines.

5. The manufacturer or merchant who advertises in The American Magazine is adding to his business the good will and patronage of nearly 300,000 well-to-do, intelligent families.

6. One of the great economic questions now before the people of the country is the utilization of this vast area whose soil is so rich.

7. To fill the position of stenographer necessarily gives one an intimate acquaintance with a business.

8. Strong, because its organization is composed of the best of the two strong papers of which it is made up.

9. The economical way to cover the country is advertising by districts.

10. As a certified public accountant your earnings will rise.

11. Wanted—Accountant. Requisites: Complete Knowledge and a business getter.

12. There is but one class of men to consider now, namely the dealer himself.

CHAPTER XVI.

FIGURATIVE PHRASEOLOGY.

§ 76. 1. Use the word *literally* in several sentences, to be sure that you are using it right. Hand in the sentences.

2. Here is an excellent piece of English:

Listen! Kipling is talking to the students of McGill University of the man who loves his work above his wage:

"Some day you will meet him; and his little finger shall be thicker than your thigh!"

(a) Is that an oriental or an occidental figure? (b) Give the book, chapter, and verse from which it is quoted; any good concordance of the Bible will help you. (c) Turn the figure into as literal a statement as you can.

3. Choose any adjective from the dictionary. Then discuss the various meanings of it as given in the dictionary, trying to show which are literal and which figurative.

§ 77. 1. Explain how *jovial, mercurial,* and *contemplate* came to have their present meaning.

2. Give the derivation of the words *currant, onyx, heretic.*

3. Why are some brokers called bulls and others bears?

4. In at least a dozen different expressions men are referred to as dogs or dog-like. Give some of these expressions.

5. Wordsworth refers to his wife as "no angel, but a dearer thing." Try to explain what he means.

§ 78. Take a recent book on some business topic, or a magazine devoted to business, and select half a dozen sentences containing effective practical figures of speech. Send them in.

§ 79. 1. Criticize but do not rewrite. Let your answers form a good paragraph concerning each number.

1. I'm confident I could put you on the other fellow's wire and get your message under the crust of his indifference.

2. If possible, I would purchase the article from a local dealer, for "charity begins at home" and home people are the great patrons of the farmer.

3. Eternally and forever the business wave must rise higher, higher, or it will reach the white-cap and recede.

4. The *dividing line* that separates the legal way of doing a thing from the illegal way is often *a little, illusive point.*

5. The bank ad. of today, if it is of the right caliber, is certainly a classy creation of real "pull" order.

6. Too many people buy advertising space by the wrong kind of measure. They base its value on its weight in tons, as it were, instead of applying *the acid test and measuring its value by the number of carats fine.*

2. Rewrite.

1. A farm paper should get right down to "grass roots" and keep the feet on the ground.

2. God pity the solitary shrunken soul who goes through this world like a gosling in its nest, with its mouth open and its eyes shut expecting to receive all and give nothing in return.

3. Our Register takes away the red tape but leaves the flesh and blood of your System.

4. Lightning quickness measures the time it takes to insert a leaf in this binder.

5. Every corn you step on is the worst one. Break open your man's prejudices with a perfumed-velvet wedge of fact.

6. THE SALES LETTER that is flat and flavorless will not bite through the crust of the average man's indifference.

7. They are beginning to realize that the doctor who lags behind, who does not keep up with the latest advances in medical science, is out of place in the sweep forward.

8. A brain keyed to the big things of a business is naturally unfitted for the minor things—and the brain that is kept on the low-gear for details cannot swing the broader problems so capably.

§ 80. Choose three of the following words: sour, bitter, hard, soft, smooth, rough, chilly, black, blue, white, dark, blunt, sharp, low, high. Then write as many sentences as you can, using the words figuratively as applied to business situations. Revise all in the light of sections 1-79.

CHAPTER XVII

BUSINESS NARRATION.

§ 81. Write a narrative of some personal business experience. Keep the verbs all in the present tense. If you can make it a little more exciting than the example in the text, do so, for the historical present is chiefly appropriate in making some vivid moment live again. Give your story an appropriate title. Revise in the light of sections 1-79.

§ 82. Write a longer narrative of some business experience, either your own or that of some personal acquaintance; do not get your material from printed sources. Keep the main tenses strictly in the past; do not admit the present at all. Pay careful attention to the selection of events. Omit what is unimportant. Use enough description, and no more, to serve the purpose of the story. If you have to make explanations, make them as terse and clear as possible. When you get to the end, stop; don't add moral reflections or sequels of any sort. Choose a good title. Revise carefully.

§ 83. Write a personal narrative with suspense. If you can't recall any business experience of your own that lends itself to this task, take any experience of your own which kept your nerves on the rack; do not borrow your experience. Remember that you were kept in the dark up to a certain moment; endeavor to keep the reader there until he is entitled to the surprise; and don't give the whole secret away in the title. Revise carefully.

§ 84. Write a business anecdote with dialogue and suspense. Conscientiously refrain from using printed sources. Remember that all anecdotes spring from some person's experience; in this case the person should be you. If your memory absolutely refuses to yield any business events that struck you as material for a good story—a pointed or humorous tale about three hundred words long—then you may appeal to friends for help. In that case, however, tell the instructor who

it was that helped you. Let the dialogue part be as significant as possible, remembering that it is not length that gives point. (There is an old story of a man who confronted a burglar at his window with a gun and the words "You git." The burglar is said to have replied, "You bet." This may fairly be called pointed conversation.) Give your theme a pointed title, like that of the last anecdote in the text. Revise all in the light of preceding chapters, especially Chapter VII.

§ 85. Write a short newspaper story of five hundred words. Let it be a piece of actual news, preferably business news. Your choice of subject will be somewhat determined by the audience (real or imaginary) which you address. That audience may be as large or as small as you please. Pay especial attention to the choice of headlines. Revise carefully.

CHAPTER XVIII.

BUSINESS DESCRIPTION.

§ 86. A. Write half a dozen sentences giving general visual impressions of half a dozen articles. Try to make them attractive to a buyer—any buyer who would be likely to be interested in the articles. Keep a copy for use under § 87.

B. Perform the same task for half a dozen articles which appeal less to the eye than to other senses. Keep a copy.

§ 87. Select one of the sentences that you wrote under the preceding section, and follow it by a group of details. Consider carefully the order of presentation. Make but one paragraph. Revise carefully.

§ 88. Describe some mechanical device in such a way as to bring out its use. Produce such a description as could be used in an advertising circular, but do not urge the customer to buy. Four hundred words will be enough. Throw them into two or three good paragraphs. Revise carefully.

§ 89. Write an advertisement for use in a street car. Do not concern yourself with matters of spacing and display, but let your opening sentence or phrase follow the method indicated in the text. Revise carefully.

§ 90. Write a description by effects. It may be of any length you choose. It should aim at a selling effect, but should contain no invitation to buy. The thing described may be an article, a piece of land, any property you like. But get as near home as possible. Take something that you would really like to sell, and think of a definite audience or prospect. State what the imagined audience is. ["Prospect" is salesman's slang for a prospective buyer.] Revise carefully.

CHAPTER XIX.

BUSINESS EXPOSITION.

§ 91. Write a summary of the section. It consists of seven paragraphs, each of which you can summarize in a single sentence. Your seven sentences may be rather long, but they should conform to the requirements of Chapter X. Do not indent any of the seven sentences except the first; weave them together in one paragraph. Remember that summarizing is not merely stating a list of topics; it includes in compact form the substance of what is said about the topics. Revise carefully.

§ 92. Write an exposition of method or methods. It may be a method of manufacture or of distribution; of the organization of a business or of its conduct; of the construction of a public work or its administration; of how you get your pocket money or how you spend it. There is a great variety of business methods to choose from. Decide beforehand whether you will follow the first model in the text, or the second; that is, whether you have a selling purpose or not. Give the theme a title that will catch the eye. Revise carefully.

§ 93. Write an exposition of causes, either with or without a selling purpose. Revise carefully.

§ 94. Write an exposition of classes or kinds or varieties or branches or departments. Do not aim at a selling effect. If you are a little tired of being serious, read Charles Lamb's essay on The Two Races of Men (namely the borrowers and the lenders) and write a humorous classification of your friends or any other body of persons.

Note.—*Revise carefully!* You may be getting weary of this continual iteration of "Revise carefully," but it is absolutely essential that a habit of careful revision should be so fixed in your soul as to become a second nature. Prevision and forethought are essential; revision and afterthought are equally essential. Writing is a double process. It does you no good to be revised by the instructor, if he has to correct some little

error of detail over and over again. It not only wears his patience to shreds and makes him blind to your real virtues, but it cultivates in you a habit of dependence. Alas, in future days out in the cold, cold world, your faithful mentor won't be present to straighten out your spelling, put your commas where they belong, and perform those various nursery offices which are performed for literary infancy. *Crede experto!* That is a scrap of Latin which means, Believe one who had to learn all this by bitter experience.

§ 95. Write a definition. It may be in one paragraph or several, according to the breadth of the topic chosen. If you write on My Idea of a Gentleman, or My Idea of a Good Business Man, or My Notion of Nothing to Labor For, you may need several paragraphs. But this theme will be judged by its intelligence rather than by its length. It need have no selling appeal, but it should have something of the method of § 95. 1. a, b, c, d, e. Revise as usual—if that means carefully.

CHAPTER XX.

BUSINESS ARGUMENT.

§ 96. Write a paragraph of five sentences, summarizing the five paragraphs of the section. Do not allow the sentences to compete in length with the paragraphs; let every word count; remember that participles and adjectives will often do the work of sentences.

§ 97. *Choose an audience*—whether of youths, business men, or women. Then select a proposition and write a brief. Make it as long as you please. Observe carefully the method of arrangement described in the text. This brief is to serve as a basis for an argument later on; therefore make it as full as possible and keep a copy of it. Every reason and proof that you are to present in the completed argument must appear in the brief. The actual work of composition later on will be merely a matter of weaving the finished paragraphs.

As to choice of subject, everything will depend on the age and experience of the student. If you are young, inexperienced, and still in the high school, you will find quite enough to prove in such titles as these: I should go through a college course in mechanical engineering; I should take a college course in commerce and administration; I should quit study at the end of this year; I should sell my motor cycle and buy a launch; I should give up my paper route and devote my whole time to school.

If on the other hand you are more mature, and have had some experience with affairs, you may be able to argue that advertisers should use the farm papers more; or that the United States should establish an age-pension; or that railroad pooling should be legalized; or that employers are justified in refusing recognition to labor unions; or that the tax on the issues of state banks should be repealed; or that sugar should be free of duty.

Whatever subject you choose, let it be worthy of your steel.

Let it be something that you are interested in, and desire to grasp as a whole and in its parts. Few exercises will be of more value to you in the long run.

§ 98. 1. [For young students]. (a) Explain the difference between evidence and testimony, as these terms are used in law. Any good dictionary will give you the distinction, and you should form what we may call a dictionary habit.

2. [For college students.] Study the chapter on evidence in Baker's Principles of Argumentation, or Pattee's Practical Argumentation, or Alden's Art of Debate. Then decide in your own mind as to which form of evidence is the strongest, and write a short argument to defend your position.

3. [For adult students now engaged in business.] Secure a copy of Greenleaf or Starkey on Evidence, and having devoted to it all the time you can spare, write a paper. In this paper give illustrations of the different kinds of evidence from your own experience as a business man. Then write an argument as to which kind has proved the strongest in your own experience.

§ 99. Write other illustrations for each of the four errors explained in the text.

§ 100. A. Write your long argument and revise it most carefully with reference to all preceding sections.

B. Having read the text and examples of § 100, examine your argument and see if you can make it more persuasive. Perhaps it needs a few changes here and there, and an earnest paragraph at the end. In short, having written in cold blood to be sure that your work will bear critical inspection, go over it again and add a certain warmth of appeal. You chose your audience when you wrote the brief; now try and get a little closer to that audience.

CHAPTER XXI.

BUSINESS REPORTS.

§ 101. In place of writing a summary of this section, suppose you begin your study of reports by correcting some of the following paragraphs in the light of all preceding chapters. They are from the daily reports of a salesman who is excellent in all respects except the details of his English. (The names are of course fictitious.)

1. Yours of the 19th at hand and in the absence of my Dummy which is in the East at present will state that the Steam End of the catalog will consist of the first two hundred pages intact, the gas fixture fittings and tools with exception of the plumbers tools which consists of about 224 pages without the index.

Mr. Graybiel can give you the exact pages, or the latter end of this week I will be able to give you the exact number of pages and which ones they consist of if necessary.

2. Relative to your several letters please keep me posted relative to whether you have been able to save the Fullerton Order or not as I cannot see any way out of it but I will have to make another trip and call on these people and get the orders back both the New Jersey and New York I do not think I will correspond with either one but wait until you advise me what results you meet with and then will call on them next week as I cannot afford to meet with these cancellations wherein a little diplomacy will save them.

3. Your letter of the 30th at hand and pleased to hear that you are getting the jobbers straightened out Brett Co., will increase their order if you follow my suggestion of allowing the Peters Co., to act as a dummy for their catalogue as it is exactly what they ask me to change from the original when I took their order, they being the only ones lending this suggestion up to that time, consequently paid no attention to them but they claimed they would increase their order to a thousand if I would make these changes, so govern yourself accordingly.

4. I have written Mr. W. F. Baumbach Neebish Mich to correspond with you as they are in the market for 5000 Mill supply catalogues and advised him that you are in position to give him up to date service as you are publishing a number of catalogues at the present writing.

5. Your letter of the 30th at hand and pleased to learn that you have the Supply Co order straightened out in your mind. Relative to the Blank Co's order no doubt the same can be adjusted to your satisfaction if you will allow Mr. Jocone to call on Mr. Olds and explain that the catalogue will be delivered next year, consequently the money will not come out of this year's business; he will then be able to get proper adjustment on the order, which through your correspondence will never be obtained.

6. The last claus in your letter is certainly news to me as my orders call for 4400 Catalogues and up to the present writing; it is impossible to send you French's assigned order as he has not decided what he wants for the steam and his order to me, included 1000 of each and asked me to hold it up until he decided on what he wanted, but see no reason why you cannot proceed with his other

Order and advise me if there are any orders which you have not received assigned orders for, referring from my orders No. 8 to 18 inclusive.

§ 102. Write an abridgment of the paragraphs from Mr. Moody's book. Reduce about one half.

§ 103. Enumerate the officers of your business who make reports, and say to whom the reports are made. If you are not in business but in school or college, find out and report the same facts concerning your school or college. Cast all this material in the form of a report to your instructor. In one paragraph give the facts. Then in a second paragraph give a vivid personal account of the steps you took to get them. Thus the first half of your report will be formal, while the second will be informal—and possibly amusing.

§ 104. Study the following reports, which—except for the names—are printed exactly as they came from two men on the road. Then write a short criticism or appreciation of each. It is of course impossible for you to judge of their business value without knowing the business situations. But you can report something on five points: (a) their quality as to details of English, (b) the colloquial tone and the probable social relations between manager and salesman, (c) the actual amount of information given—whether it seems to be small or large, (d) the tone as modest or boastful, (e) whether the report seems to be the work of a successful salesman.

July 18, 1910, Montreal.

Dear Beaton:—

The Phelps Co. will surely buy a book. Warwick learned a lot about catalogues today that he had never thought of before. He had not even appreciated what a difference the condensation of our pages would make.

He is coming to the meeting on Wednesday, and will make a layout at that time. It will be their first book, and he does not want it to exceed 450 pages, if he can help it.

Most of the owners and directors of the company are non-resident, and Warwick is simply a manager. I understand, however, from several of the manufacturers that his word always goes through. They are not members of the Association, but he is coming over to get in touch with the manufacturers at the meeting.

They are way behind on catalogue matters here in Canada. About all they have are the ones sent over from the States. The Canadian B. P. Co. have a bulletin affair exactly like the one the Stearns people are thinking of, and it is a flat failure. A Toronto firm has a book, and the Stearns Co. a branch here. That is all.

If these people don't make a cleaning with one of our books, I miss my guess. After talking things over, Warwick thinks the books will pay for themselves in a year.

Yours truly

Phila., 6/1/10

Mr. D. C. Beaton, Mgr.,
Dear sir:

I had quite a talk with Mr. Vandercook yesterday and went over the catalogue game with him in a general way only. He said that he wasn't ready yet to talk definitely. As the old manager is still there it is evident to me that they are not ready, naturally they don't want to select a book.

But—the old gentleman said, (literal quotation) "I am very favorably impressed with your plan and believe I will buy a little later on."

Knowing Mr. Vandercook as I do I take those few words to mean more than yards of evasion—& explanation.

So chalk his envelope as a live prospect and have it come up July 5th. Meantime I recommend sending a couple of sample books—say Smithers & one of the far south gang. Get em far apart. Send them addressed personally to Mr. Shearwell Vandercook and write him a few lines of the opening bush. Be sure and put in personal cover so it won't float to the mill supply dept. The old gentleman always liked me pretty well so you can play my name up strong.

They will need between 200 & 800 pages and I think 2000 will be a plenty.

No. 3 Buckminster hinge was the dope.

Yours

§ 105. Here is a report which was recently adopted by a certain board of supervisors. I have changed the order of the paragraphs, and ask you to consider whether there is a better order. Send in the first line of each paragraph, having numbered and arranged all in what you consider the most persuasive order.

SPECIAL COMMITTEE REPORT.

To the Board of Supervisors, Chippewa County, Michigan:

Gentlemen,—Your special committee appointed to examine the property at Charlotte river on Hay lake, which Mr. H. T. Dunbar offers to donate to Chippewa county, to be used in connection with an agricultural school, respectfully reports:

To show the enthusiasm of Mr. Dunbar on the project of furthering practical and scientific farming in this county, your committee begs leave to add to its report a letter from Mr. H. T. Dunbar to Otto Fowle written in answer to Mr. Fowle's letter to Mr. Dunbar, informing him that the vote by which the county residents authorized the issue of $20,000 bonds for an agricultural school would have to be taken again, because of a technical error.

The letter is as follows:

Buffalo, May 8, 1910.

Dear Otto:—My offer is still open and will be. I am still improving the place. My books show that I have spent about $20,000 on the place. I expect to reserve the lot the cabin is on and possibly a small piece for a boat house on Charlotte river, but all the rest shall go to the school if desired. Furthermore, as long as my business affairs are prosperous, there will be a "helping hand" not far from

where I happen to be. Mrs. Dunbar is ready for her part also. I am sorry for the mistake (the error of the bond proceedings) but better sure than sorry.

Yours,

H. T. DUNBAR.

Your committee would further report that there is now cleared and under cultivation on said land about thirty-five acres and about forty-five or fifty acres partially cleared, which is being stumped at the present time. But there is the fine residence equipped with the modern conveniences, water-works, plumbing, gas engine, etc., which would make an admirable residence for the teachers. The house, your committee is informed cost something like $6,000. Also a large bank barn with concrete foundation, well adapted for stock and farming purposes.

Your committee is much more than ever impressed by the generosity of Mr. Dunbar in offering this fine property for the use of the public and by the fact that this county is highly favored by the opportunity of securing, through this generosity, so beautiful and in every way excellent site for a county agricultural school.

Your committee finds quite a portion of the property covered by a virgin growth of timber, which at a small expense could be made into a beautiful park, and which will afford an excellent opportunity for studying and practicing tree culture. Mr. Dunbar has expended a large amount of money in buildings and improvements, which will be well adapted to the school's uses and which, were these improvements not already made, would cost the county a large sum of money.

Your committee has carefully examined the lands and buildings, which Mr. Dunbar offers to the county for the purpose of an agricultural school and training and experimental farm, with the view to determine its fitness for the purposes named. Your committee finds the lands varied as to soil running from sandy to a clay loam, with some marsh and muck land partially drained, all of excellent quality and admirably adapted for varied farming. Your committee was charmed with the location and believe it to be an ideal one for an agricultural school. The land is situated on Hay Lake, the branch of the St. Mary's river. It ascends from the river by a gradual rise back to the second level or clay loam land. The prospect is charming, affording a view across the expanse of lake, to the western entrance of both the middle and west Neebish ship channels. The land has excellent drainage afforded by its natural slope to the St. Mary's river, and by the fact that Charlotte river, a small stream, runs through nearly the center of the property.

Your committee believes the land generally of most excellent quality, running as before stated from a sandy to a clay loam, well adapted for farming purposes and especially adapted to fruit growing and truck farming.

In conclusion, your committee unqualifiedly recommends the acceptance of Mr. Dunbar's generous offer, believing that the opportunity for this county to secure the farm desirable for an agricultural school is one that would not often come to any community and which to us is a stroke of good fortune.

Dated, July 7th, 1910.

All of which is being respectfully submitted.

(Signed).

GEORGE WATSON,
JOHN PARKER,

Committee.

CHAPTER XXII.

ADVERTISEMENT ENGLISH.

§ 106. Summarize the section in about three hundred words.

§ 107. Examine various newspapers and magazines, and report various ways in which attention is arrested. Give your opinion as to whether the opening sentences are too strong or merely agreeably startling.

§ 108. Find and report some advertisement that amuses but does not inform. Judge by the text and not by the pictures.

§ 109. Discuss the following in the light of the section.

1. An advertisement of trunks contains this:

One Day hundreds and hundreds of Years ago, a Certain Immortal by the name of Jason left the Sunny Shore of Old Greece in search of the Golden Fleece. His Boat was of Beaten Gold, driven by Silken Sails and Diamond-Studded Oars, held in place by Chains of Pure Wrought Silver.

The Story of His Wondrous Trip and of His Successful Return has furnished the Topic for Many a Winter Fireside-Tale.

Brother Jason was a Philosopher—an Analyzer—He had a Definite Purpose and He returned Successful.

Today Silken Sails and Diamond-Studded Oars are out of Date—They are buried with the Centuries that Graced their Vogue—But People still have Purposes—and They still Succeed—because

They go Prepared.

When You Travel, you have a Purpose in View—either Business or Pleasure—and Your Traveling Necessities are just as important to You as were the Gorgeous Embellishments which Garnished Brother Jason's Elaborate Craft.

2.

The occasion of the Return of the Hunter was seized upon by a considerable number of advertisers and made to do duty as a text or a sermon, or both. The Knox folks used big spaces in further reproduction of the hand and hat. This is legitimate. The picture made a fine illustration for an advertisement; the fact that Mr. Roosevelt wears a Knox hat is good advertising material and worthy of wide exploitation.

Of other instances the same cannot be said. For example. Borden's Condensed Milk Company ran a big advertisement with this introduction:

Whatever may be said of his Guildhall address, this one fact about Theodore Roosevelt will ring the world over: "He wasn't afraid." He was not afraid to tell the truth, because he saw clearly that truth, from experience in general and from first-hand knowledge in particular, and because he knew that the best and quickest way to institute a lasting reform is to present the whole situation fairly, squarely and openly to the people.

There is an issue before the people of New York today second in importance to none other, because it concerns the happiness of every single home and individual.

This is not legitimate.

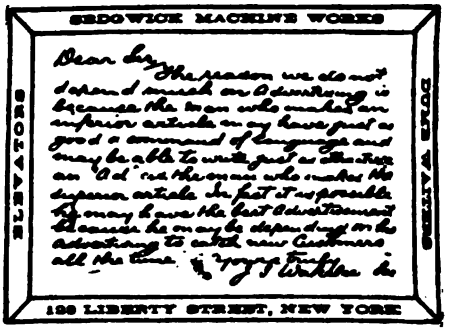
There is no news or advertising value in the fact that Theodore Roosevelt isn't afraid of anything.

It is not claimed that he uses Borden's milk, or has ever recommended it as fit food for mollycoddles.

And there are no other two known objects or substances in all the world more incongruous than T. R. and Milk. If the Borden Company made a choice line of vitriol or a nice family brand of dynamite it would be different, but milk doesn't belong.—Leroy Fairman, in *Advertising & Selling.*

§ 110. Select an advertisement that you consider to be written in bad taste. Clip it. Send it in without comment.

§ 111. A. In his department of criticism in Advertising and Selling, Mr. Leroy Lyman severely castigates the following advertisement. Say whether you agree with him, and if so, why.



B. Submit to the instructor for criticisms any advertisements that you have recently written. If you have written none, choose some article to advertise, study it thoroughly in the light of this chapter (and especially with regard to competing articles) and then write (a) a short advertisement of it (b) a circular concerning it. Do not mention competing articles; do not cast slurs upon them; but advertise your goods.

CHAPTER XXIII.

THE BUSINESS CORRESPONDENT.

§ 112. Write a summary of the section; about five hundred words.

§ 113. Write a summary, abandoning the dialogue form and giving "Frank's" opinions in about three hundred words.

CHAPTER XXIV.

THE BUSINESS LETTER IN DETAIL.

§ 114. Write a summary of the section. Do not make a paragraph this time, but give the chief points, each in a numbered sentence.

§ 115. Write a long series of short Dont's based on the section.

§ 116. Write a summary, as in 114.

§ 117. 1. Divide the following letter into paragraphs and give each a marginal title. Report the titles by number, together with the first few words of each paragraph.

Gentlemen:—

Wardle vs. Pickwick 72223.

Referring to the above entitled account, we beg to advise that this debtor has not turned over to us the accounts he agreed to and he is making preparations to leave the state. In view of this fact and the fact that we are unable to get hold of any of his assets by ordinary proceedings, we believe it advisable to put him in bankruptcy. He has a number of accounts outstanding, which are collectible but we have no means of finding out just what they are. He also has an interest in a farm in Oregon, but just what the value of his interest is we do not know. We have between $700 and $800 worth of claims against him and we are writing this same sort of a letter to each of the creditors. If bankruptcy proceedings are instituted there will be an expense of $35.00 clerk's costs and we would ask a fee of $50.00 for preparing the bankruptcy petition and looking after the bankruptcy end of it in the Federal Court, and if we were unsuccessful in obtaining a dividend your proportionate share of the expenses would be $2.50. This debtor is extremely anxious to go to his farm this spring and we believe if we force him to stay here and fight bankruptcy proceedings we can get him to give some sort of a settlement, and in any event we believe we can unearth enough assets to pay a fair dividend. This debtor sold out his business here and paid but very few of his creditors, so that he has undoubtedly either salted away his money or placed it in the Oregon land. The procedure we have suggested seems to be the only possible way to recover anything. If you believe this plan should be followed out, we wish you would advise us at once, and let us know whether or not you would be willing to assume your proportion of the expenses, in the event we should fail to uncover assets. In view of the fact that the debtor is likely to leave most any time, we would be obliged to you if you will let us have your answer by return mail.

Yours truly,

2. Consider the following letters and say whether or not they are too short. They are in answer to an inquiry by a technical journal as to the degree of satisfaction its advertisers

felt in the results of their advertising. Which letter do you like the best?

(a)
Gentlemen:

I have found the Engineering News to be the only paper we have advertised in that has proved of any value, and the results obtained by us from using this paper as an advertising medium have been all we could have asked. We have cause to be thankful to your paper.

It gives me pleasure to wish you success.

Yours very truly,

(b)
Gentlemen:

The results obtained from our last years' advertising in the Engineering News were very satisfactory and in comparison with other mediums used, our expectations, based on your claims to us, were realized.

Yours very truly,

(c)
Gentlemen:

As a result of the one-inch "For Sale" card in Engineering News two weeks ago, I sold a 1,000 HP. Stationary Steam Engine to one of your readers. It is very evident that the $1.20 thus spent was a good investment.

Yours very truly,

(d)
Dear Sir:

Yours of the 24th received. We return contract signed herewith. We somehow had in mind that this contract was for life, on good behavior.

Yours truly,

(e)
Gentlemen:

We are very glad to testify to the merit of your publication, both as to its value as an advertising medium, and as a thoroughly creditable engineering paper. We have used it in both ways for many years.

Yours very truly,

3. Study the following replies to requests for information, and give your opinion as to which one is the best. You cannot be expected to judge of the business propositions, but you can judge as to the presentation. Give your reasons.

(a)
Dear Sir:

Complying with your request, we enclose herewith our booklets "BONDS AND HOW TO BUY THEM" and " HOW TO BUY BONDS ON THE INSTALLMENT PLAN," and also general list of the municipal and corporation bonds which we own and offer for sale.

One of these booklets explains about the various kinds of bonds; the other tells how it is possible to invest your money in bonds in the same manner as accumulating it in a savings bank,—by making small weekly or monthly payments.

All of the bonds shown on the enclosed list are OWNED by us. We first SATISFY OURSELVES that the bonds are GOOD INVESTMENTS, then PURCHASE THEM OUTRIGHT for subsequent re-sale to our customers. Our own experience and reputation are thus back of every bond and we do not

ask you to put your money into any security into which we have not already put our own.

Tell us how much money you have to invest, and any other particulars which will give us an idea of your requirements. Our Advisory Department on Investments is invaluable to you. No obligation is incurred by writing to us,—simply your opportunity to acquire knowledge worth dollars.

Very truly yours,

(b)

Dear Sir:

In accordance with your request 2nd inst. we are pleased to enclose circulars on

COUNTY OF LOGAN, COLO. MUNICIPAL WATER 6's
(North Sterling Irrigation District)
COUNTY OF WELD, COLO. MUNICIPAL WATER 6's
(Greeley-Poudre Irrigation District)

both of which issues we can recommend to you in the highest terms.

We brought out the COUNTY OF LOGAN issue some time ago and have disposed of practically the entire amount, having on hand only a few bonds maturing in 1924-5-6. The work in this district is practically completed, there being a large acreage under cultivation this summer, and we expect the entire district will be irrigated early next spring. We will make you a special price on this district of Par and interest.

The GREELEY-POUDRE District is situated a few miles north of Greeley in a very productive section, and we believe this to be one of the best irrigation districts that has ever been formed.

You will note from the circular that ample water supply is assured, and we believe these bonds will increase very rapidly in price. At this time we also make you price of Par and interest on these securities.

We are also enclosing a booklet "Our Opinion on Irrigation Bonds" which we believe you will be interested in, and will be glad to give you further facts if desired.

With our best respects, and hoping to hear from you we are,

Yours truly,

(c)

Gentlemen:

LAND and WATER form the fundamental basis of all values. The ARID PLAINS of yesterday are the WEALTH PRODUCING GARDEN SPOTS of the future. The most fertile soils of the World are the Great Arid Plains of the Far West. The application of water thereon converts these waste lands into most profitable, cereal forage, garden truck and horticultural producers, and wealth-bearing Domains.

Where, in the early history of this country was located the Immigrant Trail upon which the hardy pioneer wended his tortuous course to the supposedly barren fields of Utah and the Great Fremont pursued the wily Indian even into his mountain lair, today is springing up vast fields of grain, pastures green and communities of young and vigorous manhood.

It requires Brawn, Brain and Money to reclaim these vast wastes, and the means to that end is found in the issuance of IRRIGATION BONDS, projected under the strong, wise and beneficent provisions of the Federal Law, known as the CAREY ACT, and the Laws in various States pertaining to the formation of Municipal Irrigation Districts. Other securities are brought out and marketed, good in themselves but are not expected to be paid in cash at maturity, while IRRIGATION BONDS are issued only for a comparatively short period of time and serially, with the expectation of being paid at maturity. Irrigation Bonds are paid off in Cash, not "Refunded." That is different! The vast resources and

wealth producing conditions of land reclamation back of this class of security make full assurance that this will be done.

Laws regulate the hours of labor in nearly every other line of effort. But Labor Unions have nothing to do with the working hours of land which labors continuously night and day in producing wealth.

In Colorado for instance, a single Municipal Irrigation District of comparatively small area, under intensive, scientific and intelligent development, has reached a point in value in excess of the amount originally paid by the Government for the entire territory comprised in the "LOUISIANA PURCHASE."

The Business Man, Economist, or Financier, who will use his pen and speech against the quality of an irrigation security that is properly projected, must be suspected of something radically wrong in his mentality, and the one who does not believe that irrigation bonds, which have for their security a first lien upon all this wealth producing land, that, unlike any other security, is always enhancing in value and never depreciating or retrograding, must be weighted down in pessimism to a worse degree than the early Huguenots.

With my best respects, I am

Very truly yours,

4. Try your hand at half a dozen opening sentences for sales letters, avoiding those used in the text. Before each sentence state what the article is that you have in mind for sale. Keep copies.

5. Read again Chapter XVIII and then write short vivid descriptions of the articles alluded to above.

6. Read again section ninety-nine. Then tell whether any of the following arguments is weak, and if so, of which type of weakness.

(a) Join us in our great refining project, for the greatest fortunes in the world have been built up by refining.

Who is the wealthiest man in the world? Rockefeller, is he not? He made his fortune from refining oil.

And Carnegie? He made his fortune from refining iron.

And Havemeyer? He made his fortune from refining sugar.

And Guggenheim? He made his fortune from refining copper.

And Goodyear? He made his fortune from refining rubber.

(b) Just because your gasoline gives out and your Engine stops is no reason that you should discard your car—of course not.

You fill the tank again and go ahead.

Wise users of the Multigraph, Writerpress, Printograph and other similar duplicating machines are doing the same with their ribbons.

They are filling them up again—with ink—and going ahead.

They lengthen the life of the ribbon from 100 per cent to 300 per cent and turn out perfect work.

(c) Advertising, in commerce, has been compared to steam, in a locomotive. It's a good comparison.

Both steam and advertising are prime movers. They *start* things, and keep them moving.

Steam alone, however, never made a railroad.

Advertising alone, never made a business.

One of the oldest axioms of commerce is this: "A satisfied customer is the best advertisement."

7. Select from newspapers or magazines half a dozen closing paragraphs that would make good endings to sales letters. If any strikes you as inappropriate, quote it and criticize it.

8. A. Criticize as well as you can the selling value of the following series.

(a) Gentlemen:

There came to the small town where I was raised, a very young and earnest minister. Working seriously and continuously he made but few acquaintances, busying himself each week on his Sunday sermon.

Now it seems that he made but little progress although we all liked him and admired his industry. The trouble was that our folks could not be reached by an appeal addressed to them collectively. Soon our Little Minister discovered this fact and from then worked with marked success, for he spent the week calling on us individually. From that time we understood him better. His sermons were successful because he had reached us all individually during the week.

It's a far cry from sermons to my subject. But it points a lesson just the same for it is a page from good old "human nature."

I started to write you a letter on a subject in which we are both interested, but the story so aptly illustrated my point that I have unconsciously permitted it to take up this entire letter.

If you will think over this little story, I will write you in a few days the letter I intended to write you at this time. Meanwhile permit me to thank you for your attention, and believe me

Sincerely yours,

(b) Dear Sir:

I shall avoid repeating the error I made a few days ago when I took up an entire letter to tell you the story of our Little Minister. As you remember, the Minister discovered that to reach his flock effectively he was obliged to give them individual attention. It's a perfectly human little story and illustrates my point.

For a year I published The Trade Journal Advertiser. Many people wrote me that it was a good work well done. I issued The Advertiser's Hand Book, a manual for Advertisers. A large file contains the letters I received in voluntary praise of it. But—I am more convinced than ever that there is a market for efficient individual service.

You've not had the service you should have because people try to serve you with what they have to sell rather than with what you need. I have gone about it differently. I first learned your needs and then equipped myself to fill the requirements.

I can serve you with clever forceful advertising designs; with the very best illustrations obtainable of the merchandise you sell, be it textiles or machinery. I can suggest and execute for you bright snappy advertising literature, intelligently adapted to your selling methods. This service is rendered by a highly specialized organization, completely equipped for producing all manner of printed advertising and advertising copy.

Let me surprise you into a charming realization of what real service can be made to mean. My recent experience which brought me in constant communication with thousands of live advertisers has left me fairly choke-full with cracking good ideas. Give me a chance to suggest some of them to you now.

Very truly yours,

P. S. To what address shall I send you "The Point of Contact?" It points the road to better advertising things with almost telegraphic brevity.

B. This letter is a follow-up for letter 3(b) under section 117. Having read again the first letter, discuss the good points of the follow-up.

Dear Sir:

A few days ago we were pleased to offer you

COUNTY OF LOGAN, COLO. MUNICIPAL WATER 6's
(North Sterling Irrigation District)

and

COUNTY OF WELD, COLO. MUNICIPAL WATER 6's
(Greeley-Poudre Irrigation Dist.)

at special price of Par and interest. We have been expecting to hear from you and would like to know if you have come to a decision in reference to purchasing a block of these issues.

Both of these securities we consider extremely high grade and feel sure they will provide you a most attractive investment. Undoubtedly when market conditions improve, both of these issues will be selling at considerably higher figures.

We have handled a great many bonds of this character the last few years and the record of all has been excellent. We feel sure you will make no mistake if you decide to purchase a block of these.

If there is any further information you may desire, will be glad to furnish same. Let us hear from you.

With our best respects, we are,

§ 118. The following synopses are taken from System. Imagine that you are a dealer in quality furniture, and that the other stores in town are cutting prices recklessly. Then write a series of four sales letters which could be circularized and sent to the best people in your town. This will mean brushing up whatever you know about furniture, in order that you may be in line with the principles of section eighty-six.

No. 1

In this first letter the quality furniture dealer caught the attention of the bewildered public when he opened his letter with, "This is our first letter to you about our business policy. We shall tell you things which mean money to you. Today, a few plain facts about prices." This was followed by an easily understood exposition of what determined price in the furniture business, and proof that this store was giving value received.

No. 2

The competitors of this store were advertising ridiculous discounts that were demoralising trade. In this dealer's second letter to customers he said, "Some firms advertise 'Discount 25 per cent this week,' or 'Everything 40 per cent off.' Now if that furniture were properly priced in the first place, it means that the dealer is offering to pay you 40 per cent interest for the use of your money. No store can afford to do that. No store does do it, as you very well know."

No. 3

In the third letter the dealer pointed out how the selling expense must be added to the cost of goods, and how he is able to keep his selling cost down to a small

percentage because of, "a specially designed retail building—convenient arrangement of stock which gives economy in handling goods—immense floor space which saves warehouse rent and expense—economy in administration and buying and selling—small losses on account of conservative credit rules—perfect organisation —large volume of business over which expense is spread.

No. 4

"In our first three letters," said this dealer in his fourth letter, "we told you FACTS about our prices, FACTS about discount sales and FACTS on selling expenses. In this letter we shall tell you FACTS about the quality of our furniture." The letter then went on to show that "the buyer who purchases furniture at this store gets the best furniture from the best facories, guaranteed to you by the factory, and by our own individual guarantee—furniture priced at a fair price and marked in plain figures—one price to everyone."

§ 119. I. Consider the merits and demerits of the following form-letters, in the light of the section. Devote a contrast-paragraph to each.

(a)

Gentlemen:

Give us the space occupied by a table 4x14' and we will show you how to display in that space as much crockery as you can show on 15 such tables.

This will give you the 14 other tables to display goods too large to hang on our device.

Just write a line on the back of this telling us you want to be shown.

We will show you with no obligation on your part.

Yours very truly,

(b)

Dear Sir:

One of our illustrious citizens has given a new significance to the word "Delighted."

Whatever your politics, you would be "delighted" with the results you would obtain from the use of ——— in your classes. Why not try it and see?

Fill in the enclosed form, mail it to us and have the matter off your mind before you take your vacation. We will give you October dating on the introductory order and the books may be shipped to you at any time you direct.

Very cordially yours,

(c)

Dear Sir:

Sign, stamp and mail the enclosed postal card.

Send no money; Take no risk!

One hundred and twelve of the master business men of America have written ten books for you—2,193 pages—1,497 vital business secrets. In them they have told the best of all that they know about business methods—for good times and bad.

A booklet has been prepared, printed in clear, bold type and in two colors throughout, to describe, to explain, to picture these books—and to tell you, in plain, homely English just how YOU can use them to make more money—to secure a bigger business or salary in 1910.

Pages 2 and 9 tell how you can systematise and CONCENTRATE your business, stop its leaks, protect its credits, insure its collections, and cut down every item of unnecessary cost and expense. Pages 10 and 15 tell how you can increase your sales, enthuse your salesmen, and keep the orders coming in, no matter how indifferent the times.

And the last page tells how you can get a complete set—bound in half morocco,

contents in color—for less than your daily smoke or shave, almost as little as your daily newspaper.

Will you read this book if we send it free? You incur no obligation—we ask not even an acknowledgment—nothing save the knowledge that you are a business man and want new ideas. Won't you sign and mail the postal card NOW?

Yours very truly,

(d)

Dear Sir:

If you are not married, you will be some day. How do you suppose I found that out? Well, I'll tell you—I just guessed it!

You might just as well have something nice to fall back upon as not. Anyhow, don't miss the point I want to make. Andrew Carnegie—that's the man that has "the baubees, ye ken"—says that more fortunes are accumulated from Real Estate than all other causes combined, and this from small savings. It is better than a Savings Bank.

Put in the foundation for a competence. Don't wait till next year, either. You can just as well do it this week as any time. Yes, you can. I remember when I used to argue that way—that I couldn't afford it—but it was simply a case of lack of nerve. You think you haven't the nerve, but don't let that bluff you. You call the bluff. Many a man has got—and got honestly, too—good bunches of wealth, just on his nerve.

You have got to make a start somewhere and some time. The offer I am making you now is as good as any other, for a beginning. It is this: A 25x125 foot lot in.....for $..... IF YOU SIGN THE CONTRACT BEFORE the.....day of.....next. After that date I can't let you have it for that.

Further, you can pay in instalments. All you need pay now is..... down to bind the contract. Now that's good enough for anybody. It's a snap. I'm telling you the plain truth. This is no fairy tale. That property will rise..% in value in..... months just as sure as the sun will rise tomorrow morning. Do you want to know why? Well, I can't tell in this short letter. But I will tell you privately if you ask me.

Address Yours truly,

(e)

Gentlemen:

"Neighbors should be neighborly"..... Not because of the sentiment, but because of the hard cold shekels in each other's pockets.....

I am a neighbor of yours—practically but a step from your office to mine ...and I am doing the letter work for most all of the Dearborn St. firms, not because of the sentiment as I said before but because I am doing finer work....

My new process outclasses all other letter duplicating work in Chicago... It's a fact...my letters cannot be told from the real typewritten variety...even the steno's are puzzled...

My work is slick, -high class and finished... It speaks for itself...this letter is a sample...

Not alone my handy location, but my better work and "just as reasonable prices", should land your work at my door...

Just say the word, by telephone, letter, postal or by boy, or send your job right over...I'll do your work so fine and give you such prompt delivery, that you'll say like hundreds of others,—"Bodkin for mine".

I'm waiting for your order right this minute...

Very truly yours.

B. Examine carefully the details of every letter in this chapter in the light of all preceding chapters. Write a theme

with the title, Minor Errors in the Letters of Chapter Twenty-four.

§ 120. It seems best for various reasons to set no constructive exercises in collecting by mail or in answering complaints. Our closing task will be to fix in mind certain principles frequently laid down in this book. The following letters are from Mr. Chas. R. Wiers's excellent volume, "How to Write a Business Letter." They are all effective and should be studied for form and subject matter. But at the points indicated by italic or carets, there seem to be minor errors. Report such corrections as you would make. (The carets indicate either an omission or a fault in pointing.)

(a) Your valued favor of the 29th, ult., requesting reservation on the steamer "Etruria," received. We thank you. The rooms you desire are still available ∧ so we have reserved them for you. We trust your voyage will be extremely pleasant and that you will return greatly recuperated.

(b) Mr. John Jones, who was formerly in your employ, has made application to us for a credit account, giving your name as reference. We *will* appreciate any information that will enable our Credit Department to act on the request intelligently.

(c) Messrs. Adams & Taylor, your city, have referred us to you regarding their financial standing. If you are at all familiar with the responsibility of this firm, please furnish us with such information as you may possess and be assured that the favor will be *treated strictly confidential.*

(d) I thank you most heartily for the most excellent letter of recommendation which I have just received. *In a moment of hasty reflection* it hardly seems that I am deserving of such kind words. However, I shall endeavor to merit them and prove by future work that I am entirely worthy of the implicit confidence you seem to have in me.

(e) Answering yours of the 28th for a testimonial in regard to your line of machinery. We regret that we cannot comply ∧ as it has always been the policy of this company to refuse to issue public letters of this character. *Doing a jobbing business, as we do, it would lead* to complications with other manufacturers with whom we are connected. We believe you can readily see the point and will excuse us.

If, however, you care to have any of your prospects write us you may do so with the assurance that we will gladly help you all we can.

(f) Agreeable to the request of Mr. Whitney, I wired you this morning, as follows, *which* I now confirm: "Mr. Whitney desires interview, Waldorf, Saturday morning, 10:30, wire." As matters of importance are to be discussed at this conference, I trust you will find it agreeable to be present.

Our note for $1,500 matures on the 10th. Owing to our inability to collect outstanding debts, we *kindly* ask that you grant us an extension of sixty days. If you can accommodate us the favor will be highly appreciated.

(g) As goods on your order of June 10th were shipped as instructed we shall expect you to receive them promptly upon their arrival. They can *only* be returned to us upon condition that they are damaged or not as represented by us.

Believing you will take care of the shipment as suggested, we remain,

(h) We are returning the bill you sent to us ∧ because it doesn't show us anything. Its items are, rounds 40 cents, work 60 cents and work on chair $1.00.

Surely, we are not to understand that Paul Johnson put one round in your chair, ∧ charged you 40 cents for the round itself and 60 cents for the work. If so, he charged you too much, and more than we can pay. If he did anything else besides putting in the round we should like to know what it was.

As for the item of $1.00, please explain what Mr. Johnson did, and, incidentally have him put this on a bill over his own signature so ∧ we will know the exact repairs that were made.

Now, Mr. Coble, we don't want to be unreasonable *nor* too insistent, but please understand without ∧ writing you any more letters that we cannot allow you $2.00 unless we know for just what purposes every part of this $2.00 was spent. Moreover, we cannot allow you $2.00 for doing $1.00 worth of work, even though some man may have charged you $2.00.

Please take the enclosed bill to Mr. Johnson and have him show on it just what he did, bearing in mind that we can *only* pay what is right—no more, no less.

For your answer, which we shall expect to receive not later than June 15th, we enclose a stamped envelope.

The following letters are also from Mr. Wiers's book. Consider the italic passages and see if you can improve them in any way.

(a) Let me congratulate you upon the very successful consummation of your college course.

As you begin to struggle with the problems of your new vocation, *I admonish you to be mindful of all opportunities, keenly observant and very attentive to the absolute necessity of thorough and efficient work.* It will be well for you to get an accurate comprehension of *high and lofty* ideals and ever aim to make yourself a very important factor in commercial circles. I shall expect great things of you.

(b) Your good letter just received. Kindly accept sincere thanks for your cordial words of advice. Your experience in business life certainly *prompts* you to tell a young man what is necessary for his success. I shall practice every word and *hope I may some day reach the eminence you are predicting for me.*

I hope to see you personally at an early date. In the meantime please accept ∧ best regards.

(c) I am just in receipt of your kind invitation for Saturday evening, but regret that a prior engagement for that evening will deny me *the pleasure of your company.* I can imagine your *genial* friends from Yale will make the evening a pleasant one. My best wishes are yours for a most delightful time.

(d) I am pleased to acknowledge a copy of the actor's edition of "Ben Hur." It is a *compendious treatise* and adds new laurels to this *creditable production.* I have every reason to believe that the book will find unparalleled favor with the people and meet with a most gratifying sale.

Thanking you very cordially and with sincere good wishes, I am,

(e) Information has just reached me that you have been elected as one of the bishops to preside over the destiny of the Methodist Episcopal Church. You have my sincerest congratulations and *the earnest wish that you will be eminently successful.*

To be elected to such an exalted position is indeed an honor, for which *you should be truly grateful.* I believe I am not given over to flattery when I proudly remind you that no more acceptable person could have been chosen. Your very conspicuous advancement from the lower ranks of Methodism to your present official position is sufficient commendation of the excellent service you have given the church.

Wishing for your administration of affairs much success, I remain,

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BUSINESS ENGLISH